



UNIVERSITY of the
WESTERN CAPE

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UNIVERSITY of the WESTERN CAPE
ENGAGING WITH CHANGE

University of the Western Cape Annual Report 2010

A place of quality,
a place to grow, from hope
to action through knowledge

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Executive

UNIVERSITY *of the* WESTERN CAPE



- 1 **Professor Brian O'Connell** – Rector and Vice-Chancellor
- 2 **Professor Ramashwar Bharuthram** – Deputy Vice-Chancellor: Academic
- 3 **Professor Lullu Tshiwula** – Deputy Vice-Chancellor: Student Development and Support
- 4 **Dr Ingrid Miller** – Registrar
- 5 **Ms Amanda Glaeser** – Executive Director: Human Resources
- 6 **Mr Abduraghman Regal** – Executive Director: Finance and Services

Deans

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- 1 **Professor Duncan Brown** – Faculty of Arts
- 2 **Professor Ratie Mpofo** – Faculty of Community and Health Services
- 3 **Professor Yusuf Osman** – Faculty of Dentistry
- 4 **Professor Zubeida Desai** – Faculty of Education
- 5 **Professor Christopher Tapscott** – Faculty of Economic and Management Sciences
- 6 **Professor Julia Sloth-Nielsen** – Faculty of Law
- 7 **Professor Jan van Bever Donker** – Faculty of Natural Sciences
- 8 **Professor Renfrew Christie** – Research



REPORT *by the* CHAIRMAN *of* COUNCIL

The 50th anniversary of the University of the Western Cape (UWC) was a very significant milestone in the institution's history. Council celebrated this wonderful achievement by the institution through a variety of celebrations, and through a range of special events arranged for the institution's alumni.

During 2010, Archbishop Emeritus Desmond Tutu announced his intention to scale down his public commitments and also his resignation as Chancellor of UWC following the 2011 Summer Graduation ceremonies. Archbishop Tutu is the longest-serving South African and African Chancellor of any university and the UWC Council expresses its immense appreciation for his unwavering support and leadership over such an extended period of formal association. He will remain a part of UWC in the minds and hearts of many.

STRATEGIC FOCUS

At the end of 2009, Council approved the Institutional Operating Plan (IOP) for the period 2010 to 2014, setting out the strategic direction of the University for the next five years framed within a vision for 2025. The IOP aims to provide an aligned framework to guide planning across all academic and support divisions within the University and to foreground priority concerns for the institution that will require concentrated and synergised effort by the different levels of organisational leadership. Prior to the approval of the IOP, Council set time aside for a workshop to familiarise new councillors specifically with governance and procedural matters and to enable the councillors to have in-depth discussions about key institutional goals, strategies and developments.

Council fully supports the strategic direction of the institution and will continue to actively engage with progress in implementation through its various governance structures. In 2010, the reports received from the Rector were prepared in such a manner that they reported on progress as per the main strategic goals of the IOP, assisting Council to keep track of progress within the approved strategic framework. Council also noted that, as part of the implementation of the IOP, each executive member would champion at least one University-wide change initiative and that faculties concluded faculty plans aligned with the IOP.

Council is satisfied that the University leadership has put in place appropriate processes to ensure that the plans are widely understood and that the broader campus community is committed to the institutional direction.

GOVERNANCE AND LEADERSHIP

At the level of the Council, several annual and multi-year processes provide structure to, insight into and focus for planning and for activities focused on quality improvement.

As part of executing its fiduciary responsibility within the established accountability framework, Council approved the rolling Five-Year Financial Plan (FYP) and the annual budget,



which reaches Council via its Finance Committee which has representation by experts in the field. The FYP provides updates on the latest financial indicators and forecasts; sets out projected student numbers and fee and salary increases; and benchmarks ratios against which the budget will be measured. Council also monitors the income and expenditure as per budget to make sure that the University is adequately resourced to sustain normal operations. In addition, Council receives annual audited financial statements on the expenditure of the previous year, and these reach Council after scrutiny by a joint meeting of the Finance and Audit Committees of Council, which include representatives from the internal and external audit regimes.

Council is also required to sanction Employment Equity and progress reports to the Department of Labour (DoL); these reach Council via the Employment Equity Forum. In 2010 the University was required to submit a new Employment Equity Plan to the DoL and Council took an active interest in the process as transformation issues continue to remain high on the agenda of Council.

The Vice-Chancellor presents written progress reports at each Council meeting to apprise Council of issues concerning the internal or external environment and to seek advice in as well as approval and shared ownership of matters of strategic significance. Through these reports, the councillors are informed of progress in terms of the institution's strategic priorities and are kept up to date of key institutional challenges and successes.

Through its Audit Committee, Council is committed to ensuring that internal and external audits, in both cases undertaken by auditors outside of the University, identify risks and validate progress and aspects of quality. Periodic evaluations of selected strategies, tactics and interventions are used to measure current performance against previously set expectations.

Council is satisfied that it was appropriately apprised of the key institutional risks via the Audit, Finance and Tender Committee reports and in person by the chairpersons of these committees during 2010, and through the Rector's reports. Council is also satisfied that it has competent and suitably qualified chairpersons in place for the three committees mentioned. With the assistance of the internal auditors, KPMG, the University has also embarked on a process of preparing a risk register, which is seen as an important step forward in being aware of and, where possible, proactively managing risk.

GOVERNANCE, POLICIES AND KEY ISSUES

Key challenges and successes are dealt with in detail in other reports that form part of this Annual Report, but Council is very pleased, amongst others, with the success of the University in terms of research development, student support activities, student performance, infrastructural development and administrative improvements.

Annually, Council is required to consider new policies and changes to existing policies, as well as the standing orders of new committees or amendments to existing standing orders. In 2010, Council considered and approved the following policies and changes to policies: An amendment to the Procurement and Tender Policy to ensure that the intention of the Policy in terms of BEE appointments could be achieved; UWC Security and Safety Policy, which aims to ensure the safety of people entering the University, as well as securing University property; the Occupational Health and Safety Policy, which was revised in order to align it with recent legislative changes; the Home Internet Usage for Staff Policy, which formalises the allocation of off-campus internet access and ensures compliance with legislation; amendments to the Exit Policy; and amendments to the Policy on Appointment of Staff who have retired or reached the age of 65.

During 2009, Council approved the Strategic Plan for Teaching and Learning as well as the UWC Charter of Graduate Attributes. In addition to these framing documents, which focus the intentions of the IOP in the areas of teaching and learning, Council in 2010 approved the Implementation Plan for the UWC Teaching and Learning Strategy 2010 to 2014. This sets out clear milestones and indicators against which success will be measured.


Towards the end of 2009 the Minister of Higher Education and Training requested university councils to reflect on the Report of the Ministerial Committee on "Transformation and

Social Cohesion and the Elimination of Discrimination in Public Higher Education Institutions". In responding to the report in 2010, Council considered and included feedback from the University management and academic staff, who had written on the topic. Council regards issues of transformation and social cohesion as extremely important and acknowledges that universities have a crucial role to play in these areas.

In responding, Council noted with appreciation the various initiatives on campus geared towards achieving transformation, social cohesion and the elimination of discrimination, but also acknowledged that these issues should remain high on the agenda and that there should be a continued focus on addressing the issues and providing a campus environment that supports the objectives of the institution in this regard. Universities have a crucial role and responsibility in shaping the next generation of citizenry of our country, and Council will continue to critically assess the institution's progress and celebrate its achievements.

Annually, Council has the pleasure of appointing a number of Emeritus Professors. The title Emeritus Professor is considered a very prestigious title within university communities and is bestowed on a person who retires as a professor in a teaching





department or research institute/centre at the University following an uninterrupted period of service of at least ten years, and who has made a continuous and sustained contribution to academia in general and to UWC in particular as an academic, administrator, leader and initiator of ideas or projects. Council approved the bestowal of the title Emeritus Professor on Professors AJB Humphreys, MH Moola, CJ Nortje, D Sanders and R Mpofu.

In recognition of individual contributions, Council also annually approves the conferral of honorary doctoral degrees. The process to decide on the awarding of such degrees is the result of a widely consultative process through the governance structures that ensures that there is institution-wide support for the recipients.

Honorary degrees are the most prestigious form of recognition that a university can offer an individual, and Council shares the University's pride in its association with those whose contributions have been recognised through the awarding of honorary degrees. In 2010, Council approved the conferral of such degrees on the following persons:

- *Mr Hal Shaper (posthumously);*
- *Mr Steve Biko (posthumously);*
- *Prof Peter Magrath; and*
- *Shaykh Mohamed Salie Dien.*

Shortly after the approval of these honorary degrees, to be conferred in 2011, the University bestowed the honorary doctorate on the 90-year-old Shaykh Mohamed Salie Dien at his bedside. This ceremony was unique in that it was held at the ailing Muslim leader's Athlone home and was officiated by the Rector and the Registrar in full academic regalia. Members of the Muslim Judicial Council, friends, family, the Chair of Council and the UWC leadership gathered to mark the conferring of the Doctor of Philosophy Degree (*Doctor Philosophiae Honoris Causa*). It was a very emotional gathering and an important ceremony as part of the rewriting and reconstructing of our country's history by honouring people who have served their communities. Shaykh Mohamed Salie Dien passed away a week after the conferral of the honorary degree.


Based on the recommendation of Senate, Council approved the Advanced Diploma in Governance and Public Administration. Council also approved that the name of the Women and Gender Studies Programme be changed to the Department of Women and Gender Studies. This was done in view of the stature of the academic teaching and research being conducted. Council approved that the name of the Department of Statistics be changed to the Department of Statistics and Population Studies.

Over the last number of years, Council has received detailed updates on the University's infrastructure plans and progress and it supports the ambitious plans to ensure that students are offered the best possible facilities to support their learning experience through new modes of teaching. Council participated in the launch of the new Life Sciences building and has received very positive feedback on the experience of students and staff using the new facility and its world-class laboratories.

In 2010, Council approved the raising of a loan of R90 million with the Development Bank of Southern Africa (DBSA) to support infrastructure development and, specifically, the shortfall on the Life Sciences building. This decision was not taken lightly and the Finance Committee of Council considered various options. However, it was finally agreed that, within the current interest rate climate, it made sense to obtain a loan from the DBSA rather than to fund the shortfall from institutional operating funds. The pressure on institutions to provide access to more students has direct infrastructure implications and Council will continue to carefully consider the institution's various growth and infrastructure plans in relation to each other.

SENIOR APPOINTMENTS

One of Council's key responsibilities is to ensure that appropriate leadership is in place to manage the University, and Council takes responsibility for the appointment of the Vice-Chancellor, the two Deputy Vice-Chancellors, the Registrar, the executive directors and the deans of faculties.



The term of appointment of the Rector, Prof Brian O'Connell, will end on 31 December 2011 and Council decided that, in view of the fact that the position is such a crucial leadership appointment, the issue had to be attended to well in advance. Council consulted with the Senate and Institutional Forum (IF) on the possible extension of the Rector's contract.

With the support of the Senate and IF, Council extended Prof O'Connell's contract for a further three years, until 31 December 2014. Council took this decision in recognition of the visionary leadership of Prof O'Connell and the key role he has played in building the institution's external profile, whilst unifying the staff behind a shared vision following a very difficult period in the University's history during the late 1990s.

Council approved the creation of the position, Vice-Rector: Operations and agreed that the process to fill the position could commence in 2011.

Council also embarked on the process of filling the position of Dean of the Faculty of Community and Health Sciences following the retirement of Prof Ratie Mpofu. Council was not able to fill the position and will continue the process in 2011. In the meantime, Prof Mpofu has agreed to stay on until a new appointment has been made. Council also appointed Prof Yusuf Osman as the new Dean of the Faculty of Dentistry following the retirement of Prof Hanief Moola. This is a joint appointment by the University and the Western Cape Department of Health and carries the support of the Department of Health. Council expressed its appreciation for the dedicated service by both Profs Mpofu and Moola over an extended period of time and wished them well in their future endeavours. Following due process, Council approved the extension of the contract of the Dean of Education, Prof Zubeida Desai; started the process for the possible extension of the term of office of the Dean of the Faculty of Economic and Management Sciences; and agreed that the post for the Dean of Natural Sciences should be advertised.

Council also approved the following appointments as deputy deans: Prof Laurence Piper (Faculty of Economic and

Management Sciences); Prof Cyril Julie (Faculty of Education); and Prof Delia Marshall (Faculty of Natural Sciences).

As part of the responsibilities of the Council Remuneration Committee, Council annually reflects on the performance of the University executive and deans. It was satisfied with the achievements of the executive and deans in support of the institution's strategic goals. The University is privileged to have enjoyed a fair degree of stability in its senior leadership over the last decade, and this has assisted the institution in consolidating its strategies in pursuit of a clear vision.


COUNCIL MEMBERSHIP

For the Council of any university to be able to fulfil its role requires a range of dedicated and committed people, and I am grateful to be able to report that the UWC Council comprises individuals committed to fulfilling its governance duties in support of the institution's success. Council membership saw very few changes in 2010.

Annually the SRC has new membership and, following the SRC elections in October, two of the new SRC members joined the Council. Mr Michael Abel's term (in the category "additional members") came to an end on 31 March, but he was re-appointed as a Council member with immediate effect. The term of Mr Oscar Solomons, representing Organised Business in the Western Cape, came to an end on 31 December and he was also re-appointed for a further term.

FINANCIAL MATTERS

The University has had a five-year financial planning (FYP) model in place since 2001. The financial plan comprises a rolling plan that is updated when actual data, such as the state subsidy, becomes available. The Finance Committee of Council reviews the financial plans and fiscal policy and Council receives quarterly reports on the finances of the University. Council is also informed of risks and possible areas of concern in relation to financial management processes via



its Audit Committee. Council annually approves the revised FYP, as well as the budget for the year. The five-year financial planning model allows Council, upon the advice of its Finance Committee, to take decisions with an informed view to what the medium- and longer-term financial implications are expected to be.

Building on its improved financial position, Council is pleased to report that the University yielded a surplus of 9% (2009: 11%) in unrestricted income, compared to the 1% Department of Education norm. Actual income exceeded budget by R64 million (2009: R62 million) and this was partly due to additional state subsidy and investment income, as well the improved turnover as a result of increased student numbers. Council acknowledges the role of student leadership in promoting a culture of payment and of emphasising the role and importance of education.

Council appreciates the extensive work that goes into the careful management of the salary budget, which forms the largest component of expenditure from the general (unrestricted) fund.

Through the excellent work of its academic staff, the University has been very successful in terms of attracting third-stream income related to research, even in the difficult global economic climate. Council is also grateful for the support from Government for infrastructure development and improvement. Council is satisfied that the expansion of the plant is directly linked to the University's enrolment mandate and to ensuring that it has the appropriate facilities to deliver the quality of education that is needed to produce the high-level skills required by the country.

HIV

Council recognises and expresses its appreciation for the University's continued commitment to fighting HIV and AIDS and is satisfied that the University exercises its responsibility with regard to HIV and AIDS in all its core areas of activity, as confirmed by the annual HIV/AIDS audit of activities by the University. Council also noted with appreciation the work of the SANTED-funded HIV/AIDS peer education project undertaken by UWC with the Universities of Zambia, Namibia and Malawi. This five-year project came to an end in September 2010, but has cemented relationships between the institutions involved.

SOCIAL RESPONSIBILITY

Council is satisfied that the University has appropriately exercised its commitment to community engagement as an important aspect of giving effect to the University Mission and fulfilling its responsibility as a public university. Community projects span all faculties, and there are also institution-wide projects, such as the Dynamics of Building a Better Society (DBBS) project and the SANTED-funded peer education projects. In addition to these projects, the University, through its faculties of Dentistry and Community and Health Sciences, delivers services to communities at numerous sites, resulting in more than 300 000 patients being treated annually.

SELF-EVALUATION

Council, through its various committees, continues to reflect critically on attaining a balance between equity, excellence, capacity and delegation within the system of governance, in order not to compromise sound governance principles whilst ensuring the smooth operation of the institution. As part of ongoing self-assessment and considering the work of the Council as it related to 2010, Council:

- *Was satisfied that the management and leadership of the University are stable. Council recognised that the pool of available senior managers in higher education is limited and that the scarcity of the strategic leadership pool could pose certain risks that will require continued attention. In view of this, Council proactively addressed the filling of the position of Vice-Chancellor;*

- Continued to monitor the performance of the senior leadership in line with the strategic direction of the University;
- Continued to monitor the alignment of budget, planning and performance;
- Provided strategic focus and sanctioned strategic plans and initiatives;

■ *Was satisfied that there was improvement in financial performance and the management of the institutional budget. The monitoring of financial management remained a key item on the agenda of Council;*

- Was confident that the financial strategies implemented in accordance with the IOP were realistic and addressed key concerns. The monitoring of this is part of Council's continued fiduciary responsibility;

■ *Continued to deliberate on transformation issues, which remain high on the agenda of Council and include factors such as student and staff composition, the strategic institutional focus and the institutional culture;*

- Was continuously informed of the institutional environment through written reports from the Vice-Chancellor;
- Was apprised of risks in key areas through reports from the Vice-Chancellor and the Audit, Tender and Finance Committees;
- Approved a number of policies, ensuring compliance with legislation, streamlining processes, and aligning policy and procedure in certain areas;

■ *Was satisfied that the academic project is healthy, as is evident from the recognition extended to staff in terms of NRF ratings, the continuously improving publication output, and the number of research grants awarded to UWC staff. Council received quarterly reports in this regard from the Senate and updates by the Rector at every Council meeting; and*

- Received reports from Senate and the Rector and was satisfied that appropriate attention was given to issues affecting student success.

CONCLUSION

As the highest decision-making body of the University, Council is mindful of its great responsibility to provide the necessary leadership in a manner that enriches the work of the senior management of the institution, and we take pride in the achievements of the institution we serve in our capacity as Councillors. I am in the privileged position to lead a Council that has a rich spread of competencies in its membership, allowing Council to play a meaningful role. We are committed to genuine engagement with the management of the University in order to ensure that they have all the instruments at their disposal that can move the institution to achieve all its key objectives.

I extend a heartfelt thank you to my fellow Councillors, for your continued enthusiasm, commitment and the time and the energy you have put into the governance responsibilities associated with UWC. A special word of thanks also goes to the Chairpersons of the various Council Committees, who play a crucial role in ensuring that Council is able to perform its range of functions.



Mr Brian Williams
Chairperson of Council



REPORT *of the* **RECTOR** *on* MANAGEMENT *and* ADMINISTRATION

For the University of the Western Cape (UWC), 2010 was a very significant year in the history of the institution as it marked the 50th year of the University's existence.

The history of UWC starts with very humble beginnings and low expectations by those who established it. Despite this, the institution's life attests to brave decisions, far-sighted leadership, and the ability to act in accordance with an envisioned future. It further attests to UWC being a university that played an active role in the struggle for democracy to become, despite huge challenges, a national university of note with a growing international standing.

The celebrations of the first fifty years of UWC took many forms and kicked off with a big Birthday Party at the beginning of the year, involving all the faculties and support units. All our public lectures were hosted under the banner of the 50th anniversary celebrations and we also launched a number of new public lectures as part of the celebrations. The anniversary was further marked by different cultural events and exhibitions to reconnect with our alumni, and a series of public "sense-making" lectures aimed at contextualising the challenges facing South Africa and education in our country within a global context. The 50th anniversary celebrations will continue in 2011 and two publications are in progress to celebrate and reflect on this important milestone.

The year 2010 will also be remembered by many as the year in which South Africa successfully hosted the 2010 FIFA World Cup™. I am pleased to report that, through specific projects under the auspices of the Cape Higher Education Consortium (CHEC), our institution used this opportunity to strengthen

relationships with provincial and municipal authorities, as well as with sister institutions. A range of activities formed part of the joint approach to the World Cup and afforded students and staff various opportunities to be part of the build-up to the event.

PLANNING FOR UWC'S DESIRED FUTURE

At the end of 2009 the Council of the University adopted the University's Institutional Operating Plan (IOP) for the period 2010 to 2014. The IOP provides a broad framework for action across the institution for the next five years. It focuses on eight strategic goals, arising from UWC's mission and vision, that the institution will work towards. These goals aim to give substance to UWC's distinctive role as a public university in South Africa's emerging democracy and as a leading centre of higher learning.

UWC as an Engaged University is the informing theme of the IOP. In exploring configurations of the modern university and possible future scenarios for UWC for the last IOP, we dismissed the notions of the market-driven university or branding ourselves as a historically disadvantaged institution (HDI), with its pervasive deficit discourse. In some insidious ways, both were seen as threatening the intellectual project of a society in transformation.

The term Engaged University, on the other hand, could be given meaning that is well aligned with our mission. Engagement resonated with our unfolding sense of ourselves and of the ways in which we were facing the challenge of being an excellent university in a global environment while at the same time being responsive to the social and economic development imperatives of our country.

In addition, engagement as a guiding theme for the IOP also builds on many achievements and takes further priorities identified and initiatives introduced in earlier documents, continuing a process of strategic intent to position the institution to play a leading academic role in the national project. While the IOP guides the institution to build on previously agreed strategic intentions, it also foregrounds the focus for the immediate period within a frame that works towards achieving the institution's 2025 vision. The eight goals provide the framework for UWC to:

- Strategically attract, retain and enable the development of students in line with our vision and mission, paying particular attention to growth in specific areas;
- Provide opportunities for an excellent teaching and learning experience that is contextually responsive to the challenges of globalisation and a society in transition, and which enhances students' capacity as change agents;
- Reshape the postgraduate student profile and enhance UWC as a significant research and innovation university, with increased numbers of postgraduate students and strengthened links with industry partners;
- Attract, retain, diversify and develop excellent talent to enable UWC to realise its vision and achieve its strategic goals;
- Develop a strong and diversified financial base to allow the University to make bold moves when opportunities present themselves and to provide a buffer against bad times;
- Shape the internal and external standing and profile of UWC as a vibrant institution through the use of diverse communication and marketing strategies to support our goals;

- Strategically develop the campus infrastructure and influence the development of the areas surrounding the university; and
- Give effective leadership at all levels in order to maintain and develop a vibrant and viable institution of high repute.

The last decade has been marked by institutional planning that provides clear guidance in terms of strategic intent whilst being cognisant of national realities and international trends, building on institutional strengths and constantly reminding the institution to work towards ensuring improved quality in all areas of the functioning of the institution.

During 2010 the University leadership actively participated in several planning and strategic change initiatives to take IOP 2010–2014, as a framework document, to the next level. All the different sectors on campus focused on integrating the IOP goals and intentions into their faculty and unit thinking and developed faculty- and unit-specific plans to ensure alignment between the strategic direction of the faculties and administrative units in line with the IOP. In addition to these plans, the senior leadership also used the IOP framework to identify key change areas for the period ahead and, as



a result, ten change initiatives were identified that would accelerate the institution's ability to successfully deliver on key strategies within the IOP timeframe. The key institution-wide change initiatives for the period will focus on the following:

- Pursuing a holistic, strength-based approach to the development and support of all students;
- Changing the size, shape and mix of the student population and academic programme;
- Enhancing the student experience through professionalised academic and administrative support services;
- Improving opportunities for graduate success and promote the desired attributes of a UWC graduate;
- Building research excellence through the establishment and development of distinctive research niche areas across the university;
- Promoting and developing UWC as a significant innovation player through improved innovation capacity;
- Developing and reshaping the staff profile in support of strategic objectives;
- Strengthening and diversifying the university's financial base and ensure greater alignment between budget and strategic goals;

- Strategically influencing and developing the campus and surrounding areas for academic excellence; and
- Pursuing sense-making through leadership and aligned practice.


Project plans have been drafted for each of the change initiatives and implementation has already started in certain areas.

A LEADERSHIP-DRIVEN INSTITUTION

UWC's vision and its strategic direction are informed by its positioning in a global society undergoing rapid and dramatic processes of change that have far-reaching social, political and economic consequences. For South Africa, this context is even more complex as a result of the challenges faced in building democracy, integrating the country into and participating in a highly competitive global economic arena and redressing the deep-seated inequalities of the past. In the drafting of its IOP (2010–2014), the University recognised the importance of developing a widespread, deepened understanding of the complex context within which the institution is operating. This requires strong leadership, and sharing the institutional vision in order to give full effect to the strategies supporting the envisaged institutional role.

Through the focus on leadership, UWC aims to establish a cadre of institutional leaders able to drive the change process through a shared understanding of what is required and a sustained commitment to implement the necessary changes. Equally important is that each member of the "UWC family" must be able to understand the nature and urgency of the challenges before us and what is required from within a particular discipline or from a specific responsibility within the University to respond appropriately to these challenges. This imperative is about "sense-making", through which there is shared ownership of the challenge, demonstrated commitment to the change process and the necessary competency in place across the institution to undertake what is required.





The imperative of “sense-making” underpins a number of the strategies of the IOP, but is given most prominence in Goal 8 as a key change initiative for building leadership capacity over the next five years.

A key institutional project, the Vice-Chancellor’s Leadership Initiative (VCLI), has been under way for the last few years and has now been refined to provide more strategic support for the focus on sense-making through aligned thinking.

As part of the VCLI, the institution has arranged what has become known as “All Leader Meetings”. These are unique events during which the executive, deans and all academic and administrative heads of department and senior managers meet at least once a year in a joint workshop. Two such workshops were arranged during 2010. These workshops are attended by approximately 120 institutional leaders who work together in mixed as well as faculty- and unit-specific groups, to focus on both institutional leadership challenges as well as those specific to faculties and units. Through these workshops and other initiatives, we continue to give focused attention to the strategies that are underpinned by the IOP’s framework for leadership thinking and development that embraces the challenge of change at all levels within the University.

We must assume that the continued focus on creating an in-depth and shared understanding of the challenges facing the institution within the broader national and international context, and on exploring the implications of the context as it has an impact on all areas within the institution will challenge the existing culture and decision-making processes, bring new ideas into complex situations, generate new insight and seek to understand the bigger picture in order to help us continuously learn, adapt and improve.

STAFFING IN SUPPORT OF EXCELLENCE

Our human capital remains one of UWC’s most important assets. The University recognises that, in order to provide excellent teaching and learning opportunities to our students


and to perform at the highest levels in terms of knowledge creation and innovation, we have to focus on the desired competency profile of the institution’s staff and the ongoing development of the staff.

The achievement of the University’s vision, and more specifically the achievement of the strategic goals of the IOP, depend largely on our ability to attract, retain and develop quality staff at all levels on the basis of the excellence and relevance of their knowledge and skills and their capacity to realise their full individual capabilities. UWC is committed to deploying staff wisely, developing their capacity, creating conditions in which they are able to work optimally, and to reflecting on performance to address difficulties and acknowledge achievement.

A central objective for the institution over the next five years is to establish a more professional workforce. To achieve this, staff must have the appropriate knowledge, skills and experience to undertake the tasks assigned to them. Equally importantly, they should feel confident to carry out their work and demonstrate the commitment and values that they bring to their job. Improving professionalism therefore relates to training and development and to introducing and reinforcing professional behaviour, further supported by an appropriate system of recognition.

In order to give effect to the strategic intent of the IOP in terms of its human capital, particular attention is being given to:

- Developing new approaches in terms of the planning and management of the institution’s talent pool in order to effectively resource our core functions and, most importantly, ensure that they grow and develop along the envisaged path. This requires sustained and careful attention to ensuring that there is optimum fit between institutional needs, resource allocation and individual competencies, where the latter is recognised to include particular expertise, levels of skill and experience, as well as particular values and their associated behaviours.
- Establishing an institutional climate that is people-centred and embracing of necessary change across the institution,



especially in pursuit of our strategic objectives. Particularly important in the context of the strategic direction that the institution wishes to pursue is the continued valuing of diversity in all its manifestations across the University, and a culture of collaboration where there is a shared sense of purpose.

- Leadership development that is central to driving the institution's people strategy and building and maintaining the appropriate competency profile for the institution, as well as to creating a people-centred climate for staff to thrive and grow.

In support of the above approach, key focus areas pursued in 2010 by the Executive Director, Ms Amanda Glaeser, and her team included paying attention to the building of leadership competency through the Leadership Development Programme, of which the first core modules were presented in the second semester. An induction programme for staff entering leadership roles was also launched and is offered by the university leadership in an approach according to which leaders are developing fellow leaders.

The Performance and Development System was further refined, forming a key supporting aspect to align individual and institutional aspirations. The system is also seen as a key relationship builder that supports engagement between staff and helps build an improved culture in relation to feedback and continuous improvement discussions.

In 2007, UWC embarked on a Rewards Management Strategy that aimed to bring greater external and internal equity and to remunerate staff at the midpoint of the higher education market. This approach also supports an open and transparent workplace and provides a new framework in terms of which to address sensitive and often very difficult negotiations. Achievements in terms of the objectives are showing positive trends, but within the financial realities of the University it remains a challenge especially at the senior level.

Implementation of the new Employment Equity Plan commenced in 2010 and the institution generally is making good progress, although there are areas in which the institution struggles to achieve the approved targets.

The Human Resources function has seen continued improvement and professionalisation during the last number of years, with processes, policies, systems and reporting practices constantly being reviewed and improved. This

enables the professional HR practitioners to support leadership more adequately in terms of the people management and planning responsibilities.

ADMINISTRATION IN SUPPORT OF STUDENT SUCCESS

The IOP recognises that an important element of the nature of students' experiences involves their interaction with and experience of the administrative services that are in place to support their participation in the academic programme, from application to graduation. The IOP suggests that improving the quality of such services must include attention to the organisational efficiency and effectiveness of the services (the business processes), especially in maintaining the integrity of the academic enterprise, and attention to how such services are rendered to students. The IOP calls for a one-stop integrated administrative service that is student focused.

Dr Ingrid Miller, the Registrar, leads this important change initiative, which takes further a number of processes and interventions initiated in the previous IOP. However, while the elements of the improvement processes started then were largely orientated to developing appropriate IT systems and undertaking the necessary organisational changes with associated role alignment, the focus of this IOP and the central change imperative for the next five years is to work with staff to build greater capacity for improved service delivery.

Through this focus, attention is being paid to the attitudes, understandings and practices of a range of different staff members, located in different areas of the organisation, who support the management and delivery of the institution's core functions. The improvements it seeks to bring about will have a direct impact on the quality of the enrolment management processes and the administrative processes related to the teaching, learning and research functions. This change initiative calls for a new vision for service delivery across the institution, and includes the development among all staff of a "full-spectrum consciousness", in terms of which each person understands his or her individual role in relation to the whole, personal competencies and expertise are in synergy with this

role, and there is a clear understanding of why each one's role and the delivery of services by him or her are so important to the effective functioning and reputation of the University.

At the end of July, the Registrar arranged a three-day Academic and Support Staff Retreat for all staff involved in the administration of the full range of student support matters. The workshop focused on the objectives outlined above and involved more than 100 staff members from central and faculty administration.

The success of the 2010 enrolment process can largely be attributed to the successful implementation of the new student enrolment management software that has been developed in-house over the last five years. The Registrar and others have invested tremendous effort to review, improve and align work processes across different departments and units. The improved back-end integration of processes and data has also facilitated faster and more direct access to information and service via the student portal on the UWC web and the Call Centre.

The fact that UWC is now one of only a few universities in South Africa that has on-line application and registration processes, with full back-end integration with timetabling, financial and other systems, is remarkable, especially in the context of the budget constraints within which this was achieved. We have more work to do, especially in the area of staff development and the professionalisation of services, but we are confident that continued annual improvement in the services we provide to our students is not just a possibility, but a reality.

Another goal was to improve on answering our client's enquiries on a first-call basis, more commonly known as First Call Resolution (FCR). During the 2010 registration period, 26 000 calls were managed within the month of registration and only 11% of all calls received had to be transferred, which indicates the competence levels of the agents and the accessibility of information on the systems. From an efficiency perspective, this service ensures that other staff are freed up from telephonic enquiries, while callers are given information at a single point of contact (one-stop service). A similar

process is being followed to multi-skill and equip helpdesk staff to manage walk-in enquiries.

Attention was also given to the development of a Risk Management Policy, a Risk Strategy, a Risk Register and standing orders for an Executive Management Risk Management Committee. A workshop with senior management and several middle managers generated input for these documents.

FINANCIAL STABILITY AND GROWTH

The previous IOP (2005–2009) resulted in the University achieving financial stability. The new challenge is to build on this strength, taking into account the various changes in the landscape of higher education. New challenges are emerging that require interventions from a strategic and operational perspective and that will have major financial consequences. Distributable reserves are currently inadequate to provide for significant adverse unplanned events, or to enable the University to address new challenges and opportunities. Third-stream income continues to perform well, but is exposed to and affected by international economic conditions.

Risk factors to consider include the pressure of higher financial demands on a limited resource base, coupled with a downturn in the economy and student resistance to fee increases. It is critical that UWC builds up reserves to enable the institution to deliver on the growth mandate in terms of sufficient infrastructure, academic staff, support staff



and systems alignment, and to be able to respond to new challenges and opportunities.

The key focus areas for the period include diversifying the financial base and aligning the budget with the strategic direction of the University. Currently the institution depends heavily on student fee income and government subsidies. Attention is therefore being given to the development of sustainable complementary income streams. In an institution operating within a very tight financial framework, the alignment of budgets with strategic intent is a complex process, as the funding of basic requirements is already under financial pressure. However, strategic budget alignment is a key part of ensuring that the strategy is implementable and clearly signals commitment to strategic intent.

The Finance Department, under the leadership of the Executive Director, Mr Abduragman Regal, again delivered an unqualified audit in 2010. The annual cycle of internal audits did not raise any serious concerns about our financial systems and controls, which continue to improve. Despite the global economic crisis UWC continued to be very successful in attracting third-stream research income, as well as keeping our tuition and accommodation fees affordable.

A broad range of factors influence our finances, and these include: student academic performance against national benchmarks; our ability to increase enrolment in targeted areas; the attraction and retention of appropriate staff; third-stream income; state subsidies; fee income; employment costs; and government prescribed mandatory annual surpluses.

Despite the complex environment in which we are operating, we are confident that our financial planning processes are sound and that they support key institutional objectives and goals. The report of the Executive Director: Finance and Services in this publication presents a detailed account of our noteworthy achievements in this area.

STUDENT FEE INCREASES AND FINANCIAL AID

In accordance with its mission, the institution is committed to providing access to students who were formally excluded from higher education and who struggle to afford a university education. Part of the strategy for giving effect to this is the National Student Financial Aid Scheme, which plays an important role in assisting indigent students to study. Because the University's fees are decidedly lower than most other South African universities, we are able to assist large numbers of students through this national initiative. The commitment to access in relation to tuition fees is a complex one that requires ongoing stringent financial management. UWC is located in a region where there are four universities and it competes with these institutions for various resources, including staff and students. The fact that UWC's tuition income base is so much smaller than that of neighbouring institutions impacts on the rate at which certain improvements in infrastructure, for example, can be accomplished.





The year-on-year increase in tuition and residence fees for 2010 was 10%. UWC's approach to student tuition and accommodation fees has been influenced strongly by its mission of social equity and affordability, but fees have demonstrably been too low, in most cases now amounting to less than half of that charged by sister institutions in the region. For this reason, fee increases over the past few years have had to exceed inflation and the University Council has acknowledged that this will have to continue for some time in order to avoid the risk of underfunding. UWC will not attempt to match the fees of its neighbouring institutions; however, it must take into account that the quality of its programmes, the required expansion of its infrastructure, as well as its financial viability will be compromised if fees and subsidy together fall below the actual cost of delivering these programmes to the appropriate standards.

to bursaries was R9 million, compared to R9.5 million in 2009 (2008: R6.4 million). The University has longstanding relationships with numerous donors and their continued support assists UWC to annually increase the number of students receiving financial support. Despite increased difficulties in attracting financial support in the current economic climate the University will continue to build on existing relationships and seek new sources of funding to support our students in their academic endeavours.


ALUMNI AND EXTERNAL RELATIONS

UWC is at a critical stage in its development. It has become an increasingly significant force to be reckoned with in teaching and research, and is playing a vital intellectual role in the development of our nation and continent. The University is pleased about the increased number of alumni seeking to reconnect with the University.

In 2010 the UWC Financial Aid Office administered a total allocation of R213.9 million compared to R167.5 million in 2009 (2008: R129.3 million). Of this total, the National Student Financial Aid Scheme (NSFAS) allocation was R112.3 million (2009: R63.4 million), which included bursaries administered by the NSFAS. The University's own allocation

Many alumni are justly proud of their alma mater, but unfortunately some do still view it with ambiguous feelings as a place where they came to protest or because they were not permitted by law to enrol at another university. UWC now has a very substantial record of achievement, placing it in the upper group of universities in South Africa and on the





continent. Its reputation has to catch up. Until it does, UWC will regularly be short-changed and its graduates given less respect than is their due. Attention to UWC's standing and profile is thus of vital importance over the next five years. An image of UWC as being first rate and expected to do great things must not just be shared by the internal University community but also by the general public, government, the media, and our peers nationally and internationally.

We have spent considerable time during the recent past reconnecting UWC with our alumni across the country in order to establish a tradition of alumni support for the University. We are working very hard to achieve this and to keep our alumni informed of what is happening at their alma mater. This year, the University executive embarked on a number of visits to reconnect with alumni. The Convocation was also very active in arranging various events, including lectures on campus to bring former students back to their alma mater and we are very appreciative of their efforts and the dedication with which they pursue this task.

During the spring graduation ceremonies a special effort was made to invite alumni from the different decades to join us for the graduation ceremonies on different evenings, thus ensuring that involvement in the 50th anniversary celebrations go beyond those of us who are currently on campus.

It was also fitting that the new Life Sciences building was officially opened in 2010, and that our first female science graduate, Ms Eleanor September, was present and assisted Minister Naledi Pandor in unveiling the plaque commemorating the opening of the building.


The annual alumni publication, *360 Degrees*, saw the publication of its fourth issue. This publication focuses on various alumni, their achievements and their contributions to building a better society. We also produced the third edition of the more recently launched publication, *Perspectives*, which focuses on high-level research projects, community

engagement initiatives and UWC's initiatives in giving effect to its vision of being an engaged university, deeply committed to shaping the future of our country.

*UWC also presents a range of annual public lectures and a number of new lectures were introduced this year. These lectures provide wonderful opportunities to engage with different groups of people around topics of interest. The new lectures were introduced in addition to our longstanding annual public lectures, which include the **Dullah Omar, Ashley Kriel, Desmond Tutu and Julius Nyerere** lectures.*

Following a bequest from the late Ms Marjorie Wallace, UWC established the Jan Rabie Marjorie Wallace Scholarship Fund in accordance with the testamentary requirements of the will. The first scholarship was advertised and awarded to esteemed Afrikaans writer André P Brink at the end of 2009. The award, valued at R350 000, makes it the largest scholarship of this nature for Afrikaans writing, and the University is proud of the formal association with Professor Brink through this prestigious award. Coinciding with the awarding of the first bursary we also launched an annual "**Jan Rabie en Marjorie Wallace Gedenklesing**". The inaugural lecture, entitled "Ground Zero: The South African literary landscape after Apartheid", was delivered by Prof Andre P Brink. The lecture was delivered in Afrikaans and English with on-screen English translations for the Afrikaans parts of the lecture. This lecture offered the opportunity to bring to the campus a range of South African writers, publishers, academics and friends, and also became a celebration of UWC's longstanding history and connection with Afrikaans and dissident writers.

Amy Biehl Memorial Lecture: As part of our 50th anniversary celebrations, the University, in conjunction with the Amy Biehl Foundation, hosted the Amy Biehl Memorial Lecture. Biehl is remembered as an academic, activist and contributor to the Constitution. After extensive service and work throughout Africa, the vibrant Stanford University graduate chose to spend the time allocated through her 1993 Fulbright Scholarship in South Africa and, more importantly, predominantly at UWC. This very special lecture included as guest speakers former Minister Brigitte Mabandla, as well as Mrs Linda Biehl, the late Amy's mother, and Kevin Chaplin from the Amy Biehl Foundation.



The Ray Alexander Memorial Lecture: UWC, the Feminist Forum and the Mayibuye Archives jointly hosted this event, focusing on “The legacy of Ray Alexander-Simons in the context of the current South Africa”. Speakers included Ruth Mompati, Mary Simons, Lynn Brown and Jennifer Schreiner. The memorial lecture was accompanied by a photographic exhibition that looked at women’s struggles in the 1980s, specifically honouring the memory of Dorothy Zihlangu and Dorothy Mfacu.

Dulcie September Memorial Lecture: UWC’s Centre for Humanities Research, together with the Minister of Arts and Culture, Ms Lulu Xungwana, hosted this lecture, which also marked the announcement of a two-year postdoctoral fellowship and 10 undergraduate fellowship awards in the Humanities and the Social Sciences at the University of the Western Cape. This event, and the scholarship awards, underscore UWC’s efforts to build upon the proud traditions of education and knowledge espoused by so many in the struggle against apartheid. Guest speakers at the event included former ambassador Barbara Masekela, Margaret Busby OBE an award-winning writer, editor, critic, consultant and broadcaster, and John Daniel, who worked for the Truth and Reconciliation Commission (TRC) as a senior researcher and later joined the Human Sciences Research Council (HSRC).

The **Mahatma Gandhi** lecture was delivered by Prof Rajmohan Gandhi, a grandson of Mahatma Gandhi. He has been engaged for half a century in efforts to build trust, reconciliation and democracy, and in battles against corruption and inequality. Prof Gandhi’s lecture focused on the fight for human rights through peaceful demonstrations, and he shared advice on how South African communities can promote peace and development.

As part of the build-up to the 2010 FIFA World Cup, the German Exchange Service (DAAD) organised a research lecture series at universities in World Cup host cities. The lecture series looked at football and sports from various angles and particularly highlighted development and cultural issues surrounding the game. The lecture series kicked off at UWC with the topic, “**Soccer and violence prevention**”, and included Profs Gunter Pilz of the University of Hanover and Cora Burnett of the University of Johannesburg. The UWC Interdisciplinary Centre for Sports Science and Development also participated in the lecture.

The year 2010 also saw the launch of a discussion series hosted by **Honorary Professor Alec Erwin** in the Faculty of

Economic and Management Sciences. The lecture programme is entitled, “The State of the Economy: Contemporary Challenges”, and aims to forge working relationships with other universities, both nationally and internationally. The first-semester discussion was on “The political economy of development”, while the second semester’s topic was “Macro-economics of development”. Through these discussions Prof Erwin has brought a range of key political and business leaders to the campus and it has become a vibrant space for knowledge exchange and debate.

In addition to the abovementioned lectures, the University also engages with the broader community through a range of other activities and media.

A key interface in 2010 included UWC’s participation in an art exhibition at Constitutional Hill in Johannesburg in June and July. The exhibition was curated for the Ifa Lethu Foundation by Carol Brown. “Home and away – a return to the south” displayed approximately 80 works of art created during the apartheid years. For the past five years the Ifa Lethu Foundation has been instrumental in repatriating South African works of art that were taken out of the country during apartheid (between 1960 and the mid-1990s). This first major exhibition of this collection coincided with a time when the global spotlight was on South Africa, and was exhibited alongside the “Art Against Apartheid” collection of the Mayibuye Centre at UWC. As the only university participating in the exhibition, UWC’s “Art Against Apartheid” collection poses exciting ways to rethink the legacies of apartheid authoritarianism. The exhibition moved to Cape Town later in the year and will be seen in Durban in 2011.

INFRASTRUCTURAL DEVELOPMENTS

The IOP recognises that the quality of UWC’s buildings, grounds and surrounding areas profoundly affects the quality of the entire institution. The section on physical planning in the IOP 2010–2014 begins with four components as being

essential elements to strategically influence the campus and surrounding areas. These include strategies to (i) be a catalyst for regional innovation, city node revitalisation and corridor and community development; (ii) develop a coherent master plan with distinctive precincts, (iii) proactively maintain, upgrade and renew facilities, and (iv) manage space data and facilities.

It is expected that the 2010 – 2014 period will see a continuation of the unprecedented building, refurbishment and renewal programmes of 2007 to 2009. During the 2008 and 2009 academic years, the University spent more than R600 million on new buildings and the upgrading of existing facilities, including the new School of Public Health and Life Sciences buildings, the continued refurbishment of major academic teaching and laboratory spaces, and the construction of the East-link entrance road, parking and additional sports fields.

Several more major infrastructural projects, as well as an ambitious programme of renovation and deferred maintenance and a set of space management strategies, are already envisaged against a 15-year horizon. These will be aligned with the broad institutional goals and strategic academic and research priorities as described in the IOP. The developments over the next five years will take the rationalisation of campus space into precincts a lot further, and the systematic infrastructure renewal process will allow us to provide appropriate accommodation for growth and consolidation. The outcome will be an even more appealing campus environment that is urban in scale and density, and marked by distinctive facilities for innovation and learning, living and working. The improvement of the campus and its environment should enable the Bellville region to attract and retain significantly more talent and accommodate advances in information technology, to the advantage of educational institutions and of the City.

The Minister of Higher Education and Training has approved infrastructure renewal (and efficiency) funding for UWC for the period 2010/11 and 2011/12, and the approved projects allow for: (i) a stand-alone advanced materials chemistry laboratory for postgraduate work; (ii) an undergraduate and postgraduate life and physical sciences facility; (iii) the

upgrading of existing residences; and (iv) the development of student residences on University property along the lines of a build-operate-transfer public/private partnership at no financial risk to UWC. It is worth spending a moment on some of our current key infrastructure projects:

Life Sciences building: The different departments started moving into the new Life Sciences building at the beginning of 2010 and the building was officially opened by the Minister of Science and Technology, Ms Naledi Pandor, on 22 July 2010. This building, more than any other in recent years, boldly introduces a new phase in infrastructure development, made possible through generous financial support from The Atlantic Philanthropies and the Department of Higher Education and Training. The iconic Life Sciences building not only proclaims UWC as a serious partner in education and high-end research, but also signals hope and the possibility of influencing and creating previously unimagined new futures.

Advanced Materials Chemistry (Metrology) building and the Conversion of Olefins to Distillate (COD) facilities:

The Metrology building structure was completed in the second semester and the move into the building commenced towards the end of November. This R27.4 million project was delivered on time and within budget and we are satisfied that the quality of the building is excellent, meeting the specialised needs of the unit occupying it. On 27 January 2010, PetroSA and UWC signed an agreement in terms of which PetroSA would provide R36 million over a period of five years from 1 April 2010 to relocate its COD – mainly diesel research activities – from Mossel Bay to the South African Institute for Advanced Materials Chemistry (SAIAMC) at UWC. The COD facility, adjacent to the Metrology building, is also progressing well and all the structural work has been completed. The bulk of this building will be completed by the end of the year and the date for practical completion has been set for 31 January 2011. UWC is appreciative of PetroSA's trust in the institution and we look forward to strengthen this relationship further.

Residence upgrades: During 2010, work started on the refurbishment and upgrading of all 60 bathroom facilities in the Basil February, Ruth First, Coline Williams and Dos Santos residences and to establish 48 kitchenettes that provide students with new facilities to store and prepare food in close proximity to their rooms. This R39 million project will be completed in 2011.

New student residences: All the legal contracts with the developer, Kovacs, have been signed and the project is expected to commence by the middle of 2011, starting with the construction of phase 1 of the new residence development. Once completed, this will provide approximately 1 600 additional beds to the University's on-campus residence offering.

REGIONAL COLLABORATION

In the Senate Report of this publication we expand on UWC's international relations. However, in the Western Cape, the universities of Cape Town (UCT), Stellenbosch (SU) and the Western Cape (UWC), and the Cape Peninsula University of Technology (CPUT), have worked together on a number of projects under the auspices of the Cape Higher Education Consortium (CHEC), and there are numerous examples of successful regional collaboration efforts. CHEC also entered into individual Memoranda of Agreement with the City of Cape Town and the Provincial Government of the Western Cape, framing the intentions of strengthened relationships and the development of stronger partnerships between higher education and these key partners.


Apart from ongoing collaborative projects, the institutions also work together from time to time to host certain events, such as the universities in the Western Cape hosting the 2010 Association of Commonwealth Universities (ACU) Conference. The conference focused on examining the contribution of universities to the Millennium Development Goals. Universities are not mentioned in any of the goals, although

it is recognised that the goals cannot be achieved without the research, policy analysis and teaching and outreach that universities provide. The conference afforded universities an opportunity to demonstrate this essential contribution and will allow universities to re-affirm their commitment to helping to create a sustainable and more equitable world for future generations.

CHEC recognised in 2008 that the 2010 FIFA World Cup™ offered a number of unique opportunities. Consequently, CHEC established a 2010 Working Group that was chaired by UWC's Institutional Planner, Mr Larry Pokpas, and the activities of the working group were also coordinated by our institution. The CHEC 2010 Working group focused on: Base Camps; University accommodation (use of residences) for the 2010 period; park-and-ride facilities; promotional opportunities; awareness through cultural and social activities; volunteers; research; and social legacy.

Volunteer involvement was an area in which the universities made a significant contribution. More than 50 staff members participated in two lengthy interview processes in October 2009 and early in 2010. FIFA regulations required that all volunteers had to be interviewed and the





University staff assisted the Organising Committee and the City of Cape Town with the interviewing of volunteers for the Final Draw in December 2009, as well as for the 2010 FIFA World Cup. All institutions encouraged students to register as volunteers through posters and other media. Of the 1 486 FIFA volunteers who worked in the Western Cape during the World Cup, 558 were students.

CHEC City of Cape Town Impact Study Research: The National Department of Sport and Recreation (SRSA) has developed an integrated model to assess the socio-economic impact of mega sporting events on the country. This model is known as the Sport Event Impact Model (SEIM). Various City of Cape Town (CoCT) Departments agreed to utilise the SRSA model, and the City and CHEC partnered to implement the 2010 FIFA World Cup™ socio-economic impact model. The project included researchers and students from CPUT, SU and UWC, and focused on the City of Cape Town metropolitan authority area. It included the Cape Town Stadium; the FIFA Fan Fest; the four fan parks/public viewing areas (Bellville, Athlone, Khayelitsha and Mitchells Plain); eight match days; all SA matches; the knock-out rounds; the Cape Town semi-final; and the final match. Approximately 6 000 questionnaires were completed during the study and this project constituted the largest and most comprehensive impact study conducted during the 2010 FIFA World Cup™.

Another collaborative project between the City of Cape Town and CHEC was the hosting of the 2010 **Community Sport and Recreation Leadership Academy**, which identified and trained young community-based leaders in sport and recreation to organise community-based programmes to meet the social, recreational and sport needs of communities as a means to build social cohesion, social capital and social networks. The Academy was structured over six weekends, during which more than 100 participants spent two weeks on each of the three modules offered by UWC, CPUT and SU.

STUDENT DEVELOPMENT AND SUPPORT

In the previous IOP (2005–2009), the University had begun to rethink the role of student development within the University, resulting in the restructuring of the division for Student Affairs to Student Development and Support under the Deputy Vice-Chancellor: Student Development and Support, Prof Lullu Tshiwula. These structural changes signalled both a conceptual shift to a more holistic approach

to supporting students and developing their potential, as well as a prioritising of our student development responsibilities in pursuit of our strategic goals.

We have continued to make important progress in this area, including continuing with the realignment of institutional structures to take our goals forward. Perhaps one of the most important of these was the realignment of various student development services under a Centre for Student Support Services. These developments have also contributed to the articulation of a much clearer conceptual framework to improve service.

The strategies outlined in the new IOP build on achievements and respond to ongoing challenges. They are conducive to developing an enabling learning environment for students where a strong academic programme is enhanced through interventions outside the formal classroom that add a valuable dimension to students' holistic development. The University believes that the success of our co-curriculum activities is central to our graduates developing the attributes that will enable them to pursue their careers with confidence and to play a meaningful and responsive role in society.

In terms of the range of activities geared to support the strategic intent of the IOP, 2010 marked the completion of the first year of the Advanced Leadership Course for students. The course was attended by 41 students, most of whom had completed the Emerging Leaders Programme the previous year. An important part of the Advanced Leaders Programme relates to students' involvement with the practical application of their skills, via community engagement, social outreach and/or participation in various campus projects.

Prof Tshiwula's staff have made huge strides in their efforts to partner with academic departments in creating in-service learning sites within the Centre for Student Support Services (CSSS). Human Ecology, Accounting, Entrepreneurship and the Management Department have placed students in some of the Centre's projects in order to give them the experience of applying their academic knowledge practically in a supervised environment. For instance, the First National Bank Challenge, which attracted seven teams of students, is an in-service site

for Management and Accounting students, and Students in Free Enterprise (SIFE) has become a site for SAICA student volunteering, which is a requirement of their bursaries.

Various UWC students have competed on a national level this year and have received excellent feedback, not only enhancing their employability, but also assisting UWC in retaining these students to further mentor younger cohorts of students. We have sent the following groups to national championships: our Debate Team, Students in Free Enterprise and Africa Growth SA 2010.

In order to grow our students' graduate attributes, employability and leadership capacity, the Centre for Student Support Services (CSSS) partnered with other higher education institutions to create opportunities for our student leaders. These include partnerships with Stellenbosch University, UCT and CPUT for the NEW HOPE event, as well as a weekend of student leadership debates with national exposure. UWC also partnered with UCT, Fort Hare and Wits for the African Student Leaders Summit, which was an international event. During the week-long programme, students from across Africa debated issues that concerned youth development in Africa. The event attracted speakers like former president Thabo Mbeki, and UWC will host this event in 2011.

The UWC Mentoring Programme has been expanded to include more than 800 first-year students in this small-group social and academic support programme. The CSSS's comprehensive evaluation shows that participating first-year students perform significantly higher than their non-participating peers, and 15% more mentors passed their exams than their non-participating peers.

The relationship with student leadership is one that is much treasured by the University. We acknowledge the key role that student leaders play on the campus and work from a firm understanding that the University's best interest and its sustainable future are key guiding principles. UWC is very blessed in that, over the last few years, our SRCs have engaged actively with and understood the challenges that the University faces. Their commitment to responsible leadership has strengthened our ability to take UWC forward.

SPORT

UWC is committed to the major development of sport over the next five years. Its initial success indicates the considerable potential to have an impact on South Africa's sport development. UWC Sport continues to draw players and athletes from marginalised communities. The key objective is for our student athletes to aspire with confidence to the highest levels of sporting achievement by constructing an athlete development pathway, from the programme stage of talent identification and sport academy, to the level of high performance to deliver an elite athlete.

The Athlete Support Programme forms part of this approach and also include Sport Merit Awards. The University allocated a total of 135 awards in 2010. Academic and sporting excellence remains a priority and the students who received Sport Merit Awards passed their academic year with an A+ aggregate.

Developments to date resulted in the University being identified by Sport and Recreation South Africa (SRSA) as one of 14 institutions of higher learning taking part in their National Academy Programme, with UWC focusing on swimming and women's cricket.



The 2010 Sports Award winners, Lyle Aloile and Stacey Gardiner, are both excellent athletes. Lyle, a first-year BA student, has been with UWC Aquatics since the age of 12. He is currently on the Swimming South Africa National Youth Squad. Similarly, Stacey, a third-year BEd student, started with UWC Athletics as a first year. She finished third in the 100 m sprint at Senior Nationals this year, and has been called up for the African Championships as well as Commonwealth Games duty.

UWC Rugby has also entered a new era. Following extensive preparatory work in 2010, the UWC team, BUSHIES, will form part of the FNB Varsity Cup family in 2011. This will be a defining moment for rugby on our campus.

The hosting of major events forms an important part of the activities of the Sports Administration Department and, in 2010, they were involved with events supporting wellness, recreation and advocacy regarding HIV/AIDS (athletics and volleyball). The Mini-Olympics, which presented an opportunity for residence-based students to participate in 11 sport codes, is an annual event that is well supported by our students.

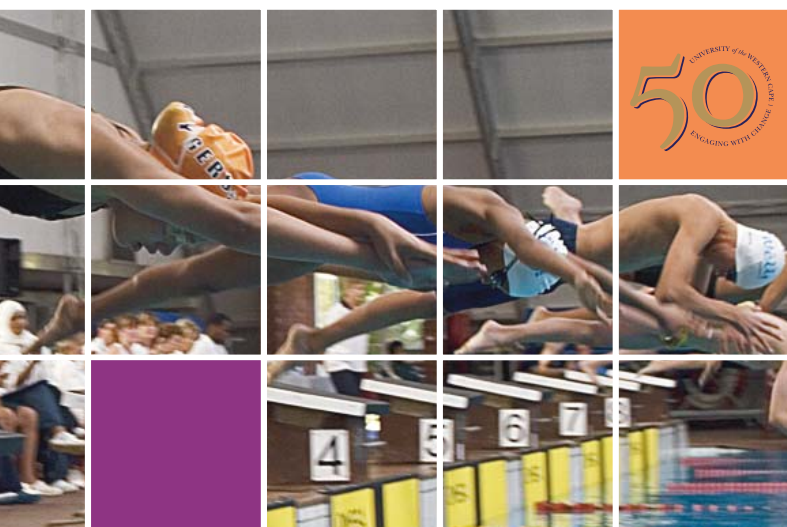
New initiatives included a swimming gala for talented young swimmers with the aim of inclusion in various levels of swimming at club level. This remains an important


development programme with which to contribute towards the transformation of swimming in South Africa. Another new initiative was the introduction of an Annual Women's Day Football Tournament, presented by the Women's Football Club. The tournament included our women's football team, which is currently playing at the highest level, the SASOL Women's League. The aim of the annual event is to utilise it to advocate for women's sport, as well as to build the brand of women's football at the University and in the region.

The tournaments presented by University Sport South Africa are at the highest level of competition for our sport codes and we continue to remain in the Top 10 out of 37 member institutions affiliated to 34 national university sport associations.

Our achievements were as follows: Athletics, 2nd in Section B; Men's Beach Volleyball, 1st; Chess 3rd; Cricket 3rd in Pool A; Dance winners in all categories, including overall winner; Women's Football, 9th; Golf, played in C Division; Men's Rugby Sevens, won the plate section; Men's Supa-Pool, 1st, and Women's Supa-Pool, 4th; the Volleyball players represented the province, with both teams achieving 2nd position. Not only do our athletes compete, but our staff and students also hold leadership positions in a number of sport associations, as well as in the National Executive Committee of University Sport South Africa (USSA). The Head of the Sports Administration Department, Mrs Ilhaam Groenewald, completed her term (2008–2010) as the first ever female Chairperson of the USAA NEC, while Mr Matsobane Jerry Laka has been elected Vice-Chairperson for the next term.

The university is also involved in various community projects through sport. The "Kicking for Peace" project won the international Sport for Conflict Resolution Award in the international "Beyond Sport Awards 2010". The project, as part of the Western Cape Network for Community Peace and Development, of which UWC is a founder member, was shortlisted from 350 entries across 115 countries.





Other shortlisted candidates were “Peace Players International” from Cyprus and “War Game No More” from Caritas in the Democratic Republic of Congo. The winners were announced at the Beyond Sport Summit and Awards in Chicago in September 2010. Each Community Award winner received \$15,000 and a specially designed package of support.

HIV AND AIDS

UWC has a very active HIV and AIDS Programme responsible for an extensive range of activities that involves teaching, research, prevention, care and support, advocacy and community outreach activities. The activities of the unit and others involved in HIV- and AIDS-related work on campus are framed by the UWC HIV and AIDS policy. The university offers free voluntary testing and counselling services to students. Students who test positive for HIV are linked into a care and support programme that provides access to individual supportive counselling, support groups, spiritual counselling, treatment of opportunistic infections, access to ARV treatment via the Tygerberg Hospital, nutritional support and information on wellness and healthy living.

The university has developed a range of innovative approaches to prevention and this includes community theatre, digital storytelling, teacher education and the use of health promoters who live openly and positively with HIV. UWC has more than 200 different research projects relating to various aspects of HIV and AIDS and in addition HIV and AIDS have been mainstreamed into course content across all faculties.

The Centre for HIV and AID housed in the School of Public Health works closely with the UWC HIV and AIDS programme. UWC is also involved in the HealthWise II project which aims to roll out a life-skills development curriculum aims at reducing risk behaviour of grade 8 – 10 learners in 56 high schools in the Western Cape. Through a programme funded by USAID the UWC HIV and AIDS programme has formed links with a number of high schools in the Western Cape and focuses on strengthening protective factors in the school and home as well as providing core information and skills to prevent the spread of HIV. This comprehensive programme involves principals, educators, school governing bodies, parents and learners.

UWC's HIV and AIDS programme has developed into a model programme that is increasingly being recognised as such, both locally and internationally.

CONCLUSION

Developing a more in-depth shared understanding of the institutional direction and the strategies to support it formed a key focus in 2010. Going forward, the focus will shift to the implementation of the various plans in order to give effect to the strategies. We look forward to actively working towards the longer-term institutional goals through the identified change projects and the execution of faculty- and unit-specific plans.

The University leadership is fully committed to strategically aligning the University to be responsive to the current and future needs of the country and the continent. This is no easy task and calls for ongoing critical engagement and developing a deeper sense of the challenges we face.

We look forward to 2011 as a key year in terms of focusing our energy on the implementation of our strategies in order to be a vibrant intellectual space where people engage with matters of real significance at the highest levels of competence. Through our various activities and practices, UWC will continue to strive to be an effective partner in the larger national project of building a sustainable and equitable non-racial, non-sexist, democratic, multilingual society, where people use their freedom to good effect and honour their responsibility to work hard, pursue social justice and nurture the environment.



Professor Brian O'Connell
Rector and Vice-Chancellor



REPORT *of the* SENATE

In building on the ratification of the Institutional Operating Plan (IOP), 2010 saw a sharpened strategic focus by all faculties and academic support units. As part of the roll-out of the IOP, all faculties drafted Faculty Operating Plans, outlining their strategic approach for the period, aligned with the IOP.

Combined, these plans outline the University's academic aspirations and focus for the next five years. They also address the advancement of existing niche areas and the development and strengthening of new niches.

The academic enterprise constitutes the core business of a university, and at UWC we gain confidence for our future from the continuous improvement we see in our research output, and from the dedicated efforts of our staff to continuously improve the quality of the academic experience of our students at both undergraduate and postgraduate levels.

ACADEMIC LEADERSHIP

The Deputy Vice-Chancellor: Academic and the Deans are directly responsible for the leadership and management of the academic project.


UWC is in the privileged position that we have had a reasonable degree of stability in terms of these important positions over the last number of years, and the results of this are clearly visible in the success that we have achieved in many areas. The Deputy Vice-Chancellor: Academic, Professor Ramesh Bharuthram, and his team of deans continue their dedicated focus on the range of issues involved in the academic project at both undergraduate and postgraduate level. This includes supporting our academic staff to progress in achieving the levels of excellence to which the University aspires.

UWC staff also continue to fulfil leadership roles in various national and international capacities. In 2010, Professor Ramesh Bharuthram was invited to serve on the Research and Development Board of the Medical Research Council. He remains active on many fronts, chairing the Academic Reference Group that oversaw the review process of the NRF's peer review system and also served on the working group for the establishment of the South African National Space Agency. He furthermore has been appointed as an Associate Member of Commission C16: Plasma Physics of the International Union of Pure and Applied Physics. Professor Alan Christoffels, Director of the South African National Bioinformatics Institute (SANBI), has been elected to the board of directors of the USA-based International Society for Computational Biology. UWC is the only African university represented on this board, making this an even bigger honour for the University and for Professor Christoffels.

Our academic offering has remained stable and only a few changes were approved in 2010. These included the decisions to re-introduce the Bachelor of Complementary Medicine (Unani-Tibb) offering and to introduce an Advanced Diploma in Public Administration. The offering of Doctoral degrees in Herbal Sciences and in Information Systems was also approved. In terms of the termination of offerings, the decision was taken to phase out the programmes in Human Ecology.

COMPOSITION OF SENATE

The Senate of the University consists of members of the University executive; representatives of Council; the deans; the professors of the University (along with specified visiting, extraordinary and honorary professors); the directors of schools, centres and institutes at the University; all chairpersons



of academic departments or similar academic structures; eight academic employees; eight non-academic employees; eight registered students of the University; the director of library services; the director of teaching and learning; the director of postgraduate studies; and such additional persons, not more than eight in number, as the Council, on the recommendation of the Senate, may decide upon.

THE UWC STUDENT BODY

When looking at UWC's student body it should be done through the lens of a university seeking to manage its academic programmes and campus life in such a manner that all our students have the opportunity to obtain the highest levels of knowledge and skill to equip themselves to participate with confidence in our emerging democracy and global knowledge economy. This vision is underpinned by a range of strategies, which include a deep commitment to pursue recruitment, enrolment and funding that facilitate greater access to higher education.

The challenges of broadening meaningful access are deepened in an environment constrained by various problems in the school system and limited state resources. Placing the student at the centre of the academic project gives focus to UWC's endeavours and provides the institution with the best way of managing these tensions in order to provide students with an environment in which they have a rich range of opportunities and are supported to participate to their full potential in their studies and as active university role players.

As UWC strives to be a vibrant intellectual space, it endeavours to embrace diversity as a key component of campus life that will ultimately assist in establishing an equitable and dynamic society that supports social cohesion and inclusiveness, as opposed to the pathological politics of difference, with their associated aggression towards or defensiveness against the "other".

The composition of the student body in terms of gender, nationality, culture, religion and language reflects a wonderfully diverse and dynamic campus community. This is supported by a deep-rooted institutional culture and tradition of tolerance and a willingness to embrace others. We remain mindful of the fact that this has to be nurtured constantly and entrenched as a value through our conduct in every aspect of university life.

The University's enrolment mandate for the period 2011 to 2013 was discussed with the Ministry of Higher Education and Training towards the end of 2010, at which time the University shared its key focus areas for the next enrolment period. Enrolment planning is a key element of strategic planning at the University and informs most parts of the University's strategic planning framework. UWC's enrolment planning is framed by our high-level 2025 vision statement that recognises the country's need to make the best use of its talent pool and to be globally competitive. The 2025 vision statement positions UWC as a vibrant intellectual space where people will engage with each other on matters of real significance at the highest levels of competence.

The campus is currently operating very close to full capacity, which limits the institutional capacity to grow. Postgraduate growth is a key priority in the period ahead and the rationale for growth in this area is directly linked to the commitment to excellence in research, which recognises knowledge as the driver of our core mandate as a national university. Striving for excellence must therefore revolve around understanding and taking forward the University's role as a centre for advanced knowledge production and scholarship.

During the last decade, institutional strategies were in support of UWC being a significant research and research-driven university. Our strategies focused on objectives regarded as critical to improving our research capacity and, as these strategies continue, the institution is now in a position where more rapid growth at postgraduate level, especially in targeted niche areas, can be adequately supported.

Enrolment figures 2005 – 2010

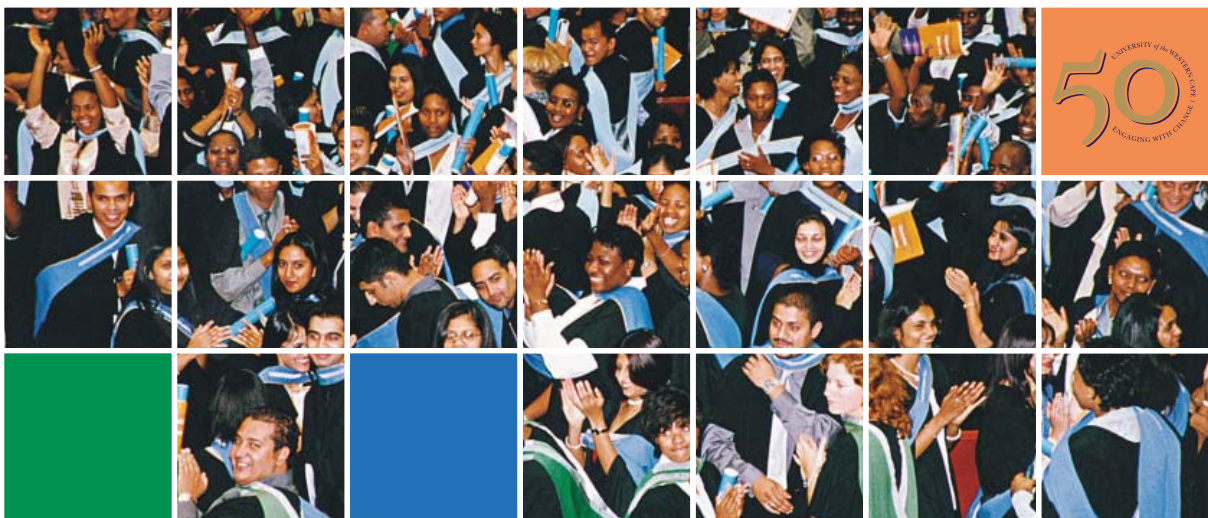
	2005	2006	2007	2008	2009	2010
First-time entering undergraduates	2 694	3 024	2 948	2 830	3 326	3 767
Total undergraduate	11 531	12 020	12 042	11 946	12 860	14 284
Postgraduate diplomas	599	514	550	402	485	574
Postgraduate bachelors	283	173	165	201	230	198
Honours	639	645	697	749	787	989
Master's	1 217	1 161	1 105	1 390	1 421	1 466
Doctorate	321	325	368	386	421	500
Total postgraduate	3 059	2 818	2 885	3 128	3 344	3 747
TOTAL ENROLMENT	14 590	14 838	14 927	15 074	16 204	18 031

Composition of the student body 2005 – 2010

	2005	2006	2007	2008	2009	2010
African	4 873	5 155	5 464	5 799	6 378	7 414
Coloured	7 313	7 279	7 147	7 020	7 647	8 391
Indian	1 479	1 302	1 236	1 139	1 093	1 094
White	761	691	683	649	669	762
Unknown	164	411	397	467	417	370
TOTAL	14 590	14 838	14 927	15 074	16 204	18 031

Enrolment by gender 2005 – 2010

	2005	2006	2007	2008	2009	2010
Female	8 509	8 861	8 871	9 048	9 810	10 715
Male	6 081	5 977	6 056	6 026	6 394	7 316
TOTAL	14 590	14 838	14 927	15 074	16 204	18 031



In terms of our South African student population the University has students from all provinces, but the majority of students (76%) are from the Western Cape and 12% are from the Eastern Cape. Despite the number of universities closer to them, UWC also draws substantial numbers of students from Gauteng and KwaZulu-Natal.

In 2010 UWC had 2 235 international students, representing 70 different countries and a range of languages and cultures. These students form a very important part of the institution's internationalisation strategy, giving South African students an international experience at home, because the reality is that a limited number of our students will travel overseas as part of their study experience.

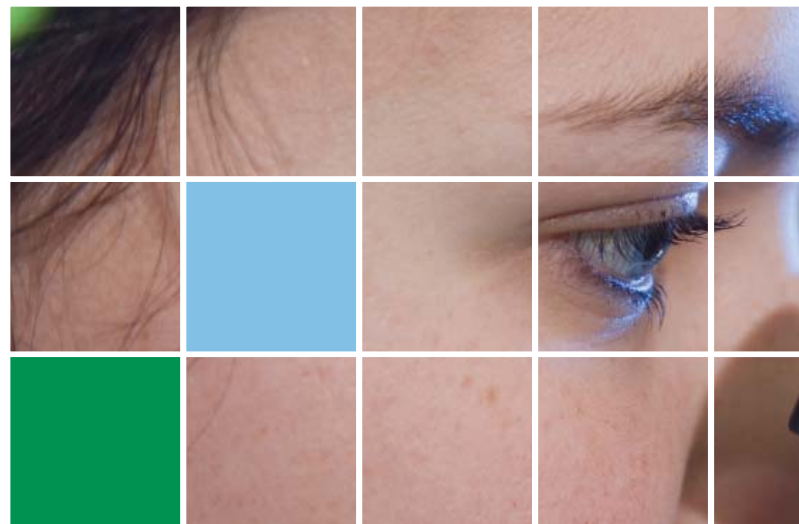
QUALITY ASSURANCE

In accordance with the provisions of the Higher Education Act (Act No. 101 of 1997), ultimate responsibility for all matters pertaining to and associated with the quality of the institution's core activities rests with the Council of the University. The Council is regularly advised in this regard by Senate, especially on academic affairs. There are various committees of Senate, or joint committees of Senate and Council, which advise Council by means of written reports on quality assurance matters concerning the areas specified in their standing orders.

UWC also has a rigorous process of academic review using external advisors. Along with self-evaluation through the annual reports of departments and faculties, and external peer review through external examining, academic reviews of departments and programmes are at the heart of the institution's means of promoting quality and continuous improvement. Departments undergo rigorous reviews of this nature every five to seven years. The University annually reviews four or five departments; those reviewed in 2010 were the Faculty of Dentistry, the School of Public Health, the Department of English, the Institute for Social Development, the South African Institute for Advanced Materials Chemistry (SAIAMC), and the South African Herbal Science and Medicine Institute (SASHMI).

In addition, the University had its Higher Education Quality Committee (HEQC) institutional quality audit during September 2007. During 2008 the HEQC presented the Audit Report, which reflects the findings of the audit. Institutions are required to respond to the findings through the submission of Improvement Plans, and UWC submitted its response to the HEQC in June 2009. In 2010 the University received a visit from the HEQC to discuss progress in relation to the areas highlighted for attention in the Audit Report and in preparation for the University's progress report, which had to be submitted early in 2011.

The HEQC Audit provided valuable external insight and critique, which the University has taken seriously, and the recommendations of the Audit Report were fitted into the larger frame of considerations that directed the University's decision-making in the IOP process in order to ensure synergy between the Improvement Plan and the key directions of the IOP. In particular, the detailed IOP sub-reports on Teaching and Learning, Postgraduate Development and Research have dealt with the Audit recommendations in the context of more ambitious strategic plans.



TEACHING AND LEARNING

UWC's mission places excellence in teaching and learning at the forefront of our commitments. This requires ongoing attention being paid to the viability of our academic offerings and their relevance to national and international needs. In the pursuit of excellence, UWC aims to offer a supportive and stimulating teaching and learning environment. The completion of the "Charter of Graduate Attributes" and the key strategic document, "Strategic Plan for Teaching and Learning", which was approved by Senate and Council at the end of 2009, provide a clear guiding framework in support of the IOP strategies in relation to teaching and learning. Amongst the range of activities that focus on constantly improving teaching and learning practices, a key focus area during 2010 was to consider ways of integrating graduate attributes into the curriculum to ensure that we constantly remain focused on the holistic development of our students.

The Directorate of Teaching and Learning works closely with the Senate Teaching and Learning Committee and the


faculties to find the most successful and appropriate teaching methodologies, to consider the required support mechanisms that our students need to be able to succeed, and to continuously critically evaluate our assessment procedures.

During 2010, the Director of Teaching and Learning, teaching and learning specialists in the faculties and Faculty Deputy Deans of Teaching and Learning collaboratively developed an Implementation Plan for the Teaching and Learning Strategy, which was approved by Council. The plan sets out the major goals that were outlined in the UWC Teaching and Learning Strategy, the actions required to meet those goals, the performance measures that would show that they had been met and the expected outcomes, i.e. by when each action would be achieved and what would be expected at that time, as well as the responsible parties for achieving the particular actions. This generic plan was then used by the faculties to develop their own teaching and learning implementation plans so that these would be aligned to the vision that had been developed for UWC as a whole. During 2010, some faculties also began the process of cascading the planning process to departmental level, involving departments in developing their own plans aligned to the teaching and learning implementation plan of the faculty and the University.

The development of these documents as part of the IOP (2010–2014) process has meant that there is now strong alignment between the Directorate of Teaching and Learning's objectives and activities and the IOP's (2010–2014) goals and strategies towards improving teaching and learning in the institution.

UWC has continuously recognised that excellence in teaching and learning is crucial to the success of any university. The University's Foundation Year Programmes (Extended Curriculum Programmes) were launched in 2005, and 2010 was the sixth year of implementation in the faculties of Arts, Law, Science, and Economic and Management Sciences. As from 2007 we also introduced a Foundation Year Programme in the School of Nursing. The University receives earmarked funding from the Department of Education for these programmes, but is currently (and we hope temporarily) having to augment these funds from its own resources because the need is so great, particularly in mathematics and science. At the heart of these programmes is the University's commitment to assisting promising students who are inadequately prepared for tertiary education, to improve





both their chances of success and their time to a degree. All of these programmes involve curricula extended beyond the normal time for a degree. The programmes are being monitored closely, as they are seen as a key strategy in linking UWC's commitment to equitable access to success.

Extended Curriculum Programmes do not, however, resolve all problems. Recognising that there is no single answer to under-preparedness, a number of mentoring and other programmes have been introduced in the residences, and faculties are using expanded and improved tutoring programmes and constantly evaluating and revising teaching approaches. In all faculties, for example, there was a stronger focus on teaching quality and on sharing promising innovative measures.

As part of the development of the teaching and learning process, focused attention was also paid to factors contributing to student underperformance. UWC recognises that student success, as measured in terms of student throughput, is not the only concern to be considered, but that the student's ability to adapt to the workplace and whether the student is able to attain the graduate attributes that the University ascribes to are equally important. Each of the factors impacting on our success in this regard is receiving attention. The University regularly measures its performance against national, system-wide and institutional targets, and we critically reflect on our approach to improving student success rates.

UWC is an institution with a long history of promoting and facilitating student access, but this is done within a framework that recognises that, for wider access to be defensible, it must be followed by success.

In support of the University Mission Statement, UWC has developed the best After Hours Programme for working students in the Western Cape, providing flexible access to higher education. As part of this commitment we continuously consider ways of improving the campus experience for our part-time students.

The Library has also undergone many changes to support students better. Students can now use the Library until


midnight from Monday to Thursday, and until 20:00 on Fridays. Librarians have been relocated to new offices close to the faculty collections, and additional computers and printers have been installed. Recognising that students rely on networked resources for many tasks associated with their studies, the Library has opened a facility known as the Knowledge Commons to facilitate easy access to eLearning material and databases, and to provide group study rooms as well various forms of assistance relating to library resources.

As part of the institution's commitment to facilitate student success, the Living and Learning Programme was initiated at the beginning of 2009 as a pilot project with first-year students in the Faculty of Science's Physics Extended Curriculum Programme (ECP), using SANTED funding. Drawing on institutional and system-wide research on student retention and innovative teaching and learning practices, the Living and Learning Programme was aimed at working proactively with students, especially those from educationally disadvantaged backgrounds, through various learning-community processes. In 2010, in addition to Physics students, ECP students in the Life Sciences and Arts also formed part of the programme that aims to facilitate improved personal, social and academic adjustment and, through these mediating factors, to contribute towards improved academic performance.

In 2011, UWC will take over the funding of the Living and Learning Programme. The intention is to incorporate another ECP programme in Economic and Management Sciences into the Living and Learning Programme, in addition to the programmes already initiated. The infusion of these programmes into the ECP curriculum in 2011 will provide a more secure foundation for the full integration of the programme at a broad institutional level.

In addition to the above, other key achievements in teaching and learning in 2010 included:

- Research on and intervention in the use of multiple-choice questions at UWC – this involved intervention in particular



departments, presentations to faculties on good practice and a document in which guidelines for good practice was developed;

- A series of seminars on teaching and learning co-hosted by the Director of Teaching and Learning and the Deputy Dean: Teaching and Learning of the Arts Faculty;
- The arrangement and participation in a Colloquium on Innovative Pedagogical Practices in Extended Curricula for the four regional universities;
- In support of the approach that good teaching is embedded in good research, two Writing for Publication workshops were hosted for Extended Curriculum Staff, also involving sister institutions in the region;
- Offering modules on Teaching and Learning, Teaching and Learning in Higher Education and Assessment as part of the Regional Postgraduate Diploma in Higher Education, which is coordinated by the Cape Higher Education Consortium (CHEC);
- Three Teaching and Learning Retreats for heads of academic departments at UWC as part of the process of getting staff to engage with graduate attributes, curriculum alignment and the new implementation plan for teaching and learning;
- Intervention in 'killer courses', which are courses with high failure and drop-out rates, in terms of which meetings were held with the Deans and Deputy Deans of Teaching and Learning to plan interventions to address the low throughput in these courses;
- Continued support for research, in terms of which the Deputy Vice-Chancellor: Academic arranged for earmarked research funding through research grants, specifically to investigate innovative teaching and learning practices at UWC. In 2010, the committee dealing with these grants recommended a further six grant applications, in addition to the 11 that were approved for funding in 2009; and
- Innovative interventions by staff involved in the English for Educational Development Programmes.

We are very proud of Professor Vivienne Bozalek, the Director of Teaching and Learning, who received the CHE and HELTASA National Excellence Award for Teaching and

Learning, as well as the Association of Southern African Social Work Education Institutions' (ASASWEI) Distinguished Educator of the Year award.

The UWC eLearning project has also gained tremendous momentum and the eLearning Development and Support Unit provides training and support to lecturers for a wide range of eLearning initiatives. eLearning mainly includes learning that is enhanced through access to and the use of technology with which to create, distribute and retrieve digital content via a computer. Annually the number of lecturers using technology to enhance their teaching grows and we are also seeing an increase in lecturers using social media very effectively to communicate with students and stimulate debate around certain topics.

Providing adequate infrastructure for students remains a challenge, but we are improving the infrastructure to support our students every year. During 2010 the eLearning Unit held its third annual eLearning colloquium, where 16 speakers from across disciplines shared their experiences around eLearning implementation; ePedagogy; eTools; challenges and experiences. Academics from Education, Dentistry, Law, EMS, Arts and Science faculties presented and engaged in the discourse around their eLearning initiatives. There were also examples where speakers highlighted how supplementing their traditional face-to-face lectures with eLearning have contributed to the academic throughput of their students.

INTERNATIONAL PARTNERSHIPS

The Mission Statement reminds us that UWC is a national university alert to its African and national context, and committed to the furthering of global perspectives among its staff and students. The University continuously pursues the strengthening of existing relationships whilst exploring new partnerships in support of its strategic direction. Internationalisation is appreciated as an aspect that cuts across all endeavours of the University, including students and staff in both the academic and support sectors.



Internationalisation plays a key role in achieving the following goals: contributing to the development of the global talent pool in South Africa; encouraging and growing diversity on our campus; increasing research in strategic and niche areas; attaining recognition in industry, research and governance; cultivating dynamic and interactive professionalism, and building substantial and strategic partnerships and networks. Based on these goals, UWC has forged longstanding and productive relationships with many universities across the globe. The University's attractive range of niche areas also contributes to substantial growth in the number of international degree-seeking students enrolling at UWC.

There is a broad range of international partnerships, of which some are mentioned here as examples because of their particular significance to the institution at present.

It is quite pleasing to state that partnerships with universities and university colleges in the Nordic countries have continued to grow, and this is supported by the growth of the Southern African-Nordic Centre (SANORD) partnership, with the SANORD's administrative centre being housed at UWC. By its very nature, the increased interest and participation in the SANORD network has also resulted in growth in our partnerships with southern African institutions. From the presentations at the third international conference in 2010, hosted by the University of Johannesburg, it became clear that SANORD's policy of funding multi-institutional and multi-national projects has resulted in interesting cooperation among its members. Furthermore, the long-standing cooperation with Norwegian institutions in NUFU- and Fredskorps-funded projects, and exchanges of students in a variety of strategic disciplines continue.


The year 2010 also saw the coming to an end of the second and final phase of the South Africa-Norway Tertiary Education Development Programme (SANTED) at UWC. This programme, which was extremely important and valuable for the University, was funded by the Norwegian Agency for Development Cooperation (NORAD) through the Department of Higher Education and Training. From its inception in 2001 it was aimed at strengthening higher education in South

Africa, especially at historically disadvantaged institutions. At UWC the main focus in both phases of the project was on enhancing opportunities for equitable access to higher education and on responding as a university to the HIV/AIDS pandemic.

Through the SANTED project the University was able to put in place a number of important initiatives for its growth and development, and these are now fully established institutional programmes or structures. Similarly, UWC's HIV/AIDS programme and its strong collaborative network with other Southern African universities were strongly influenced and shaped by the Zamanawe Project, an initiative of both SANTED I and II.

As a national programme with sustained support from the Norwegian government, SANTED also strengthened our already close relationship with the Nordic countries and enhanced our emerging research, teaching and community engagement networks with these universities and those in Southern Africa with which we have worked. While the programme has now come to an end, the legacy of SANTED at UWC will remain for many years to come – through the partnerships and networks that have been established, the key projects that have been institutionalised, the organisational learning that has taken place and the impetus that SANTED initiatives have given people at the University in pursuit of its core mandate and strategic goals.

The Dynamics of Building a Better Society (DBBS), an excellent and growing cooperation with designated Flemish universities in Belgium, taking the form of an innovative, strategic cross-faculty programme, continued for the ninth year. Supported by the Flemish Inter-University Council (VLIR), DBBS builds research capacity in areas vital to social transformation and has engaged major scholars from the Universities of Antwerp, Ghent, Leuven and Brussels in sustained cooperation with UWC staff and students. This support, in the form of prestigious scholarships, research projects, co-supervision of theses, staff and student exchanges and capacity building, continues to contribute to UWC's strategic outputs.



A critical aspect of the second phase of this project, which is currently under way for the period 2008 to 2013, is the ongoing development of five research centres at UWC. VLIR also supports North-South-South cooperation, and this, in turn, supports UWC in working relationships with Mozambique, Ethiopia, Cuba and other countries. The six DBBS projects are: Citizenship and Democracy; Sport Sciences for Development; HIV Prevention and Care; Water for Ecological Sustainability; Multilingual Citizenship and Cities in Transition; and Student Quality of Life.

Service learning and community engagement have grown as key strategic areas within the University's approach to internationalisation. The cooperation with the Hogeschool Arnhem and Nijmegen, in the Netherlands, has resulted in opportunities unheard of a few years ago. This engagement, involving several health-related disciplines, has provided UWC with a strategic edge in terms of community involvement in the teaching and learning process. The rural setting of the communities involved in this project adds a unique dimension to the quality and relevance of the academic process.

The substantial partnership with the University of Minnesota and Bogazici, Koc and Sabanci universities in Turkey, in a major programme on globalisation and the humanities sponsored by the Mellon Foundation, has been running for a while now. A related Mellon-sponsored programme offers doctoral and postdoctoral fellowships in the Centre for Humanities Research.

The African Virtual Open Initiatives and Resources Project (AVOIR), based at UWC, remains a key strategic project that brings together staff and students from 14 African universities in a programme of capacity building in software engineering through the collaborative creation of Free and Open Source Software.

UWC also continues to be a member of a select network of 69 major universities across the world, with an endowment for postgraduate scholarships in the Social Sciences and Humanities provided by the Sasakawa Young Leaders Fellowship Fund (SYLFF) of the Tokyo Foundation. SYLFF

supports a range of further activities between members of the network.

UWC has other, perhaps somewhat less prominent, linkages with universities in the global South and in the North. It continues to support all such linkages that are productive, but is building strength in relation to strategic goals and is progressively withdrawing from cooperation programmes that exist in name only.

The partnership with the University of Missouri System (Columbia, Kansas City, Rolla and St Louis) continues to be of great benefit to both institutions. This relationship now spans 25 years and continues to grow. We often use this relationship as an example of what institutional partnerships can achieve, and we continue to nurture and expand the relationship through the consolidation of existing and pursuit of new opportunities. Despite the economic downturn, 2010 saw new and continuing research collaboration in several fields, and both administrative and academic interactions took place through the increased use of video-conferencing. Substantial enthusiasm was sparked by University of Missouri System's former President Gary D Forsee's interest and support for enhancing electronic contact between the two universities. We foresee that the use of technology will also enhance the Internationalisation-at-Home experience for both institutions, and that this will have an impact particularly on the large numbers of students who cannot participate in mobility programmes. The impact of this comprehensive partnership resulted in the request by other institutions for a comprehensive partnership with UWC. In 2010 the University of Kentucky, Lexington, approached UWC for a comprehensive partnership in Arts and Science.

2010 also saw the launch of the South African-German Centre for Development Research and Criminal Justice in partnership with the Ruhr University of Bochum and Humboldt University in Berlin. This Centre is the only one of its kind



and UWC was selected from 70 applicants as the site for the Centre. The Centre is one of five collaborative Centres of Excellence in Africa that have been established for the education and training of future leaders, with the support of the German Academic Exchange Service (DAAD) as part of its African Excellence Programme. The other centres are in the DRC, Ghana, Namibia and Tanzania. The UWC Centre will operate in two related divisions – the Criminal Justice Division and the Development Research Division – and funding has been provided for the first five years with the possibility of renewal for a further five years. The Centre is a partnership between the School of Government and the Institute for Development Policy and Development Research at the Ruhr University in Bochum. It will support the academic education and research-oriented training of future leaders in African economic, political and social development through Master's and PhD programmes that will be presented in South Africa and Germany.

During 2010, UWC continued its participation in the Network on Humanitarian Action (NOHA) Erasmus Mundus Action 3 as a partner institution for the period 2009 to 2013. UWC became a partner in 2006, when we hosted five Master's students for a period of three months. Key faculty members serve as mentors to the students during their research visits to UWC. In 2010, the mentors were based in the School of Government, the Faculty of Law, the Faculty of Community Health Sciences and the Institute for Social Development of the Faculty of Arts. The priority research areas in which UWC remains attractive to NOHA Master's students include: International Humanitarian Law; Affirmative Action Post Conflict; Youth Development, Empowerment and Conflict

Management; Sport for Community Development; Women in Peace Building and Social Transformation; and Governance and Institutional Transformation.

The Coimbra Group, set up in 1987, is an association of 38 traditional European universities with the objective of increasing cooperation amongst its members by enhancing special academic and cultural ties and creating channels of information and exchange. UWC participates in the Coimbra Group Scholarship Programme for young African researchers through its partnership with Audis Edulink and our institution again benefited from this initiative in 2010.

Semester study abroad forms an important part of Internationalisation and, in the year under review, UWC hosted students from institutions such as Johannes Kepler, Austria; Reunion, France; Duisburg-Essen and Humboldt Universities, Germany; Hogeschool Arnheim and Nijmegen (HAN), Utrecht and Leiden in the Netherlands; Oslo, Tromsø and Bergen in Norway; Basel University, Switzerland; and Missouri, Arcadia and Marquette universities in the USA. Various UWC students also studied abroad and we continue to look for such opportunities to impact and expand the holistic learning experience of our students.

The SA Herbal Science and Medicine Institute (SAHSMI), in partnership with the University of Oslo's (UIO) School of



Pharmacy, recently won an international research competition and approximately R20 million from the European Union. The Multi-disciplinary University Traditional Health Initiative (MUTHI), is a partnership between UWC, UiO and collaborators at the universities of the Free State, Makerere, de Bamako, Amsterdam, Oxford and Bergen. MUTHI is a natural extension of our International Centre for Indigenous Phytotherapy Studies TICIPS enterprise and seeks to study medicinal plants used as indigenous medicine for better public health. After collaborating with SAHSMI for the past five years, we appointed Extraordinary Professor Berit Smestad-Paulsen (UiO School of Pharmacy) to the SA Herbal Science and Medicine Institute.

While the focus here is our international partnerships and networks, there is also sufficient reason to continue to support regional collaboration. Some examples of local partnerships include: the Honours and Master's programmes in Physics with the University of Zululand and the iThimba Laboratory; the LL.M in Labour Law presented by the universities of Stellenbosch, Cape Town (UCT) and UWC; the MSc in Structural Biology in partnership with UCT; and the digital archiving of the Desmond Tutu papers with the University of the Witwatersrand (and King's College, London).


RESEARCH AND INNOVATION

In the University's mission, the commitment to excellence in research recognises knowledge as the driver of our core mandate as a national university. Striving for excellence must therefore revolve around understanding and taking forward the University's role as a centre for advanced knowledge production and scholarship. UWC's research output and quality has improved dramatically during the last few years and we have received national recognition and international support for the excellence of several programmes. We are also able to demonstrate improvements in the quality of our postgraduate programme, evidenced through improved graduation and throughput rates, and have made considerable progress in the development of our research niche areas.

This progress shows the soundness of our strategic intentions and reaffirms a trajectory of ongoing improvement. However, we remain challenged by a number of factors that place the university at risk, financially, reputationally and strategically. The national research context poses many challenges, including that the research and development capacity in the country is declining, with an ageing profile of productive researchers and a failure to attract and retain sufficient scholars to replace them and allow for growth in the system. At an institutional level our research output still remains below the Department of Education's required target, rendering us dependent on an additional research development grant in the order of R7 million as part of our subsidy. All indications point to the termination of the practice of the research development grant in the near future, which means that our research subsidy will significantly decrease unless our accredited research outputs increase more rapidly than they have done in recent years. New regulatory measures, such as the requirements of the new Intellectual Property Act for the establishment of a Technology Transfer Office, must also be met.

The IOP recognises that, while the research context presents many challenges, it also creates opportunities for the University to excel in areas that will place it at the cutting edge of the production and transfer of new knowledge in key fields nationally, regionally and internationally. We are committed to expanding the number of niche areas of excellence that constitute our distinctiveness and show our responsiveness to societal concerns. In addition to continuing to institutionalise and develop our research capacity, these new opportunities require strong intellectual leadership on a broader front: leadership that is able to envisage what may be possible through innovative, critical and rigorous scholarship, whatever the constraints.

A further set of opportunities that will be pursued vigorously in the period of this IOP relates to the challenge of innovation: the movement from the point of invention to the point of sale or public beneficiation. Our efforts in this regard are supported by the emerging national innovation system and legislation that makes us responsible for protecting any intellectual property that arises from publicly funded research.



The University has set out an ambitious strategy to achieve excellence through research and innovation. Following the adoption of the IOP, the UWC Research Policy was approved at the end of 2009, providing further detail to guide faculty planning, and to give greater clarity in terms of the research efforts, both generally and in carefully selected niche areas. Approximately 16 niche areas have been identified by faculties to help give UWC recognition for its clusters of high quality research, the generation of new knowledge through scholarly and innovation activities, and for contributions to regional economic development and the public good.

In addition to the critical role played by the Deputy Vice-Chancellor: Academic, deans and the senior leadership in the faculties, the Division for Postgraduate Studies also plays an important role in supporting postgraduate students and in staff capacity building to support postgraduates. A key indicator of the students' research experience is the higher degree completion rates and times.

We are pleased to report that, on average, our Master's and Doctoral students' time-to-degree is 3.2 and 4.5 years respectively, compared to the internal benchmark of three and five years. In addition, we have embarked on a structured staff relief process to upgrade the qualifications of academic staff to increase our supervisory capacity.

In 2010 we were able to establish new funding for postgraduate students in the form of scholarships, general registration bursaries and graduate assistantships (in collaboration with the Deputy Vice-Chancellor: Student Development and Support), and grants for PhD research costs. The bursaries contributed to significant growth in Honours enrolment. UWC was also awarded two grants with a total value of €3.2 million that focus on student mobility working with two international networks. The two networks, EUROSA and EMA2SA, are led by the universities of Antwerp and

Leuven, both in Belgium. More than 200 Master's and PhD students and staff across the universities in the partnership will benefit from the mobility scheme.

The University of the Western Cape and the Council for Scientific and Industrial Research (CSIR) have also established a partnership to provide postgraduate scholarships (Honours, Master's and Doctoral) to a total value of R600 000 per annum in the areas of: Materials science and manufacturing, with a focus on metals and metal processing; Biosciences, with a focus on pharmaceuticals and synthetic biology; Nanotechnology, with a focus on the modelling of nanomaterials; and Environment management, with a focus on water quality.

With the support of the Mellon and Claude Leon Foundations and VLIR, to name a few, we are attracting increasing numbers of postdoctoral students to different research centres, which has a positive influence on the students' research experience. Capacity development of young scientists is a key focus area and a range of activities are in place to support young researchers.

We are very pleased that 2010 also saw UWC being awarded another NRF/SARChI Research Chair. It is an SKA SARChI Chair in Astronomy and Astrophysics and the Chair was awarded to Professor Roy Maartens, who joined the University on 1 October 2010. UWC now has three such Chairs, the others being Professor Alan Christoffels in Bioinformatics and Professor Ben Cousins in Poverty Alleviation.

A key moment in 2010 was the launch of UWC's first ever research report, entitled "Research at UWC 2010". This glossy 168-page publication features all of our research chairs, centres, institutes and units, and showcases the work of around 150 of UWC's leading and emerging researchers. This report was followed by a separate publication focusing on the work of "UWC Women in Research".

We introduced the **Vice-Chancellor's Research Award** for the first time in 2008 to honour our leading researchers in the Natural and Medical Sciences and in the Human and Social Sciences. Two academics were recognised in 2010, namely Professor Alan Channing in the Natural and Medical Sciences

and Professor Tamara Shefer in the Humanities and Social Sciences.

In 2010, through the **Vice-Chancellor's Young Researcher Award**, also we recognised the efforts of Professor Gavin Maneveldt (Department of Biodiversity and Conservation Biology) and Professor Laurence Piper (Political Studies Department).

The **Vice-Chancellor's Annual Book Award** was founded in 2009 and awarded in 2010 to recognise scholarly publications by staff in the form of books, both as authors and as editors. Awards were made in the following three categories:

- Category 1 acknowledges an author of a book published by a recognised publishing house, and the book must be based purely on research undertaken by the author during his/her academic career. This award went to Professor Wendy Woodward of the English Department, for her book "The Animal Gaze".
- Category 2 acknowledges the editor(s) of a book published by a recognised publishing house, and the book must be based purely on research undertaken by the authors. The recipient of this award was Professor Ben Cousins of the Institute for Poverty, Land and Agrarian Studies, who was co-editor of the book "Land, Power and Customs; Controversies Generated by South Africa's Communal Land Rights Act".

- Category 3 acknowledges the author of a general book, including works of fiction, and this award went to Professor Julia Martin of the English Department, for her book "A Millimetre of Dust".

UWC is beginning to make important inroads in terms of innovation. In January 2010, PetroSA and UWC signed an agreement in terms of which PetroSA will provide R36 million over a period of five years, starting on 1 April 2010, to relocate its Conversion of Olefins to Distillate (COD), mainly diesel research activities, from Mossel Bay to the South African Institute for Advanced Materials Chemistry (SAIAMC) at UWC. The technology involves gas conversion to make carbon-based synthetic fuels, which form the basis of the COD process. The funding covers the construction of a building to house the COD pilot plant (which will be relocated from Mossel Bay) and the associated control room, research laboratory, work-shop and offices. In addition, the funding covers all human resource and running costs for five years.

PetroSA is thus funding, at full cost, a cutting-edge technology innovation programme from which it expects to gain a rapid return on its investment through catalyst development for the processing of new feedstocks, such as naphthas and biofuels. This is a tremendous vote of confidence by PetroSA in UWC in general and the SAIAMC in particular. It is imperative that this project is a success, as it may well pave the way for UWC to become a national centre for technology innovation, with partners such as PetroSA and other technology innovators. Besides being a well-known contributor to South Africa's liquid



fuel supply, PetroSA is an international leader in gas conversion technology and has recently been awarded the International Award for Innovation from a panel of experts representing all of the world's major energy companies. The initiative, which will be housed in a new extension of the facilities on the south campus, will significantly develop and boost UWC's capabilities to explore leading-edge technology in COD gas conversion.

A further initiative to boost UWC's innovation capacity was strengthened by the refurbishment of one of the units in the Symphony Park industrial area, adjacent to the main campus, into a metrology laboratory. The project, funded jointly by donors and UWC, is now ready for occupation, pending the completion of the access control installation. The metrology laboratories, which are approximately 400 square metres in size, will house the major project areas of the Department of Science and Technology (DST)-sponsored HySA-Systems projects concerning fuel cells and hydrogen storage. In addition, facilities have been installed to house a lithium-ion battery production unit, which will eventually produce batteries for hydrogen fuel vehicles. All the necessary equipment for the above projects is currently being moved into the laboratories. It is envisaged that these laboratories will be converted solely for battery production when the fuel cell/hydrogen storage equipment moves to the Metrology Laboratory that is being constructed next to the Life Sciences building.


In November the Minister of Communications, Roy Padayachie, announced the Ministry's intent to establish several e-Skills Institute Regional Knowledge Production

Hubs. UWC has been designated to take responsibility for the ICT knowledge and infrastructure design to support virtual offerings and curriculum development pertaining to e-skills for digital inclusion. The idea is to pilot the Western Cape provincial Knowledge Production Hub at UWC and to coordinate nine e-skill centres: three urban, three peri-urban and three rural.

On campus, activities geared to support and grow innovation-based enterprises include (i) Chemical Engineering activities with a view to hydrogen production and storage, lithium-ion batteries testing, conversion of natural gas to diesel, and the production of thin films for solar panels; (ii) Petroleum & Reservoir Engineering activities in petroleum geology and petrophysics; and (iii) Biotechnology in relation to bio-sensors, biolabelling with nanotechnology, herbal medicines, food biotech, biofuels, and the genetics of autism.

We are also in the process of establishing a Technology Transfer Office and, with the possibility of venture capital, incubation activities seem to have become a real option. These innovation opportunities challenge us to put in place effective processes to identify and govern all commercial activities.





The Deputy Minister of Science and Technology (DST), Derek Hanekom, officiated at the launch of the Africa Centre for Climate and Earth Systems Science (ACCESS), which is hosted by the CSIR. The launch took place in the new Life Sciences building. DST/NRF Centres of Excellence (CoEs) are physical or virtual centres of research that concentrate on existing capacity and resources to enable researchers to collaborate across disciplines on long-term projects that are locally relevant and internationally competitive. The aim is to enhance the pursuit of research excellence and capacity development. ACCESS is a consortium of research institutions and agencies and an exciting collection of these have signed up to contribute to a whole greater than the sum of its parts. Among these institutions and agencies are UWC, the universities of Pretoria, Stellenbosch, the Witwatersrand, Cape Town and KwaZulu-Natal, and Rhodes University, along with the South African Weather Service, the South African Biodiversity Institute, the Agricultural Research Council, the Geosciences Research Council, the South African Environmental Observation Network and the CSIR, the latter being the official hosts.

Collaborations with other regional institutes, agencies and programmes on the continent are being developed and the programme is initiating collaboration with several international partners, including the Japan Agency for Marine-Earth Science and Technology (JAMSTEC) and the Bjerknes Centre for Climate Research (BCCR) at the University of Bergen in Norway. ACCESS has already implemented a research programme with several projects focused on a number of earth system issues; a services programme that will develop a series of products for utilisation by service providers; and is implementing its educational programme, which includes a bursary programme, winter school and national master's programme. We look forward to our own participation in this collaborative Centre.

Another area that is gaining momentum is universities' contributions to regional economic development. International experience has shown that innovation can be a significant contributor to addressing economic growth and socio-economic development. In response to national initiatives, a Western Cape Regional Innovation System is being established to improve the functioning of the system in the Western Cape.


Noting that innovation regions are generally grappling with ways to link key role players from knowledge institutions and business expertise, to build a collaborative triple helix community, and to capitalise on proximity and the ability of cities to attract talent, UWC has commissioned a DST-funded feasibility study for a Science Park. In November 2010, UWC also hosted a CHEC Innovation Workshop focusing on "Developing a Conceptual Model for Driving Innovation in the Western Cape".

Higher education institutions (HEIs) play a critical role in any government's innovation agenda, and research and learning (with more SET and PhD graduates in particular) are seen as key enablers of innovation – the creation, application and implementation of new ideas. South Africa has a research base that has significant strengths, although it is not yet sufficiently well attuned to the challenges of a developing country or to the global economy. UWC is committed to strengthening its own capacity and to work with a range of partners in support of the national innovation agenda.

PUBLICATIONS

In 2010, UWC's academics continued to publish good research-based books and chapters. Ernst Conradie published a book on Christianity and consumerism; a chapter on ecological hermeneutics; a chapter on globalisation and faith; and a book on God's power over the world and the cosmos. Diane Gibson wrote a chapter on Conscripts in the Bush War. Christo Lombard wrote chapters on God, the church and globalisation, as well as one comparing moral education in Namibia and South Africa. Ruth Hall, Uma Mesthrie and William Ellis wrote chapters on land and restitution, while Jacques de Ville published on Derrida's gift of time in the context of Heidegger's understanding of being. Annette Hoffman wrote on the genesis story in the context of Otjijherero orature, and on the representation of collective identities.

Zubeida Desai co-edited a book comparing Tanzania and South Africa with regard to language of instruction, in which she, Birgit Brock-Utne, Keith Langenhoven and Vuyokazi Nomlomo wrote chapters. Andre du Toit argued that the



proper subject for poverty research is inequality. Theresa Barnes co-edited a book on South African higher education, in which she and Nicolette Roman had chapters.

Lisa Thompson and Chris Tapscott edited a book on social movements in the context of citizenship, while they, Lyla Metha, Nnodana Nleya and Laurence Piper contributed to chapters. Antje Krog had chapters in three books – on reconciliation; on how “the marginalised can enter our discourses in their own genres and their own terms”; and on translation as reconciliation. Lisa Thompson and Nnodana Nleya wrote a chapter on mobilisation for services in Khayelitsha, while Keith Gottschalk published a chapter in Russian about the African Union, and Ruth Hall traced the contours of land policy.

Yonatan Fessa produced a seminal book on federalism in the South African and Ethiopian constitutions. Yongsin Xu and Eberhard Braune edited a book on sustainable groundwater resources, to which three other UWC staff contributed. Ralf Henkel published chapters on sperm functional assays.

Hanelore van Ryneveld co-edited a festschrift for Gunther Pakendorf, to which she, Duncan Brown, Tony Parr, Hermann Wittenberg and Wendy Woodward contributed chapters. Roger Field’s long-awaited biography of Alex la Guma was well received.

Patricia Hayes produced a magnificent book of annotated photographs by John Liebenberg of life and war in Namibia in the 1980s, with lengthy, interpolating historical chapters which she wrote. Ciraj Rassool co-edited a work on understanding popular culture in heritage, to which Leslie Witz, Zuleigha Adams, Bongani Mgijima and Vusi Buthelezi contributed. Darcy du Toit was one of four authors of a seminal work on collective bargaining in South Africa.

Duncan Brown contributed a chapter on orality and literacy in our country, while Shirley Walters wrote on “life-wide and life-deep learning in the time of HIV and Aids”.

Martin Legassick published a book on the struggle for the Eastern Cape in the nineteenth century. In addition, Legassick’s seminal 1969 doctoral thesis on “a South African frontier” was “finally published” in 2010.

Mikki Flockemann wrote a chapter on travelling tropes in Indian Ocean fiction, asking “Is it the same sea as back home?” Gift Mehta wrote on the standardisation and harmonisation of cross-border languages, while Napandulwe Shiweda wrote on the vote of photographs “in the making of a historic place called Omhedi”, and Memory Biwa wrote on the oral history of the Nama-German war.

Darcy du Toit wrote a chapter on unfair discrimination in labour law, while Julia Sloth-Nielson, Jacqueline Gallinetti and Daksha Kassan published chapters in a commentary on the Children’s Act. Najma Moosa continued her work on Muslim marriage, with two chapters on religious legal systems. Ruth Hall co-edited a book on South African economy and policy, contributing also to a chapter on “Agriculture and Land Policy”.

Marion Keim edited a book on *Social Transformation Leadership and Healing*, to which Hans Engdahl, Lionel Thaver, Daan Cloete, Tamsyn Manuel, Yvette Kayonga, Conraad Meyer, Dermaine Solomons, Christo Lombard, James Lees and Ramasharwar Bharuthram made contributions.

Zoran Mitrovic contributed a piece on e-government. The Southern African Telecommunication Networks and Applications Conference (SATNAC) of 2010 had contributions from Bill Tucker, Xiaoming Lui, Christian Omlin, Michael Norman, Mehrdad Ghaziasgar, James Connan, Kgathego Moemedi, Muyowa Mutemwa, Imran Achmed and Docas Zulu. Meshack Ogunniyi made contributions to the peer-reviewed proceedings of a mathematics, science and technology education conference, while Gail Hughes and Thandi Puoane made contributions on HIV/AIDS.

Many UWC academics published the results of their research in peer-reviewed conference proceedings. These included Renfrew Christie, who wrote on the politics and economics of power-sharing, seen historically, and Jolien Pretorius, who wrote on asymmetric warfare.

UWC’s accredited journal publications units showed a slight drop, from approximately 250 units in 2009 to about 230 units in 2010, where a unit is a single-authored article in an approved journal. These 230 units were contained in 359 peer-reviewed academic journal articles. The place of publication varied from local journals to the great publications of the world, with readerships in the tens of thousands.

The National Research Foundation (NRF) evaluates and rates researchers by means of a lengthy process in which respected international scholars read and comment on the academic's best work. In 2005, UWC had 65 rated researchers, or 14% of its academic staff, on the NRF lists, which placed it fifth per capita in South Africa after the universities of Cape Town, Stellenbosch and Witwatersrand and Rhodes University.

By 2008, UWC had 11% of a somewhat larger academic staff rated, and tied in sixth place per capita with North West University, the University of Pretoria having come up to fifth per capita in the ratings stakes. Per capita comparisons with other universities are not yet available for 2009 or 2010, but it may be noted that, in March 2010, UWC had 78 rated scholars.

The NRF schedules of numbers of rated researchers in each of the disciplinary areas are not adjusted for the size of the academic staff, so a bigger university is more likely to top such a list than a small one. In this context it was pleasing that, in 2009, despite having a relatively small academic staff, UWC was third on the Biochemistry, Molecular and Cell Biology list, third in Historical Studies, and fifth in Political Sciences, Policy Studies and Philosophy.

It is impossible to reflect on all the journals our staff are publishing in, but we would like to refer to one very significant journal, namely *Science*, the academic journal of the American Association for the Advancement of Science. *Science* is considered one of the world's most prestigious scientific journals. Professor Alan Channing, a recipient of the Annual Vice-Chancellors' Distinguished Researcher Award, has had a paper accepted for publication in *Science* under the title, "The impact of conservation on the status of the world's vertebrates" (Authors: Hoffmann, M., C. Hilton Taylor et al. – multiple authors including A. Channing).


The number of journal article publications attributed to UWC, according to Michael Kahn's analyses in the South African Journal of Science (2011)¹, was 276 in the period 1990–1994, placing UWC 19th in the country's research institutions at that time. But in the period 2004–2008, UWC had 920 such article attributions, according to Kahn, placing it ninth in South Africa.

Given that Kahn did not adjust for the comparative sizes of the academic staff of the different institutions, it may well be that UWC in fact scored rather higher than ninth in the per capita research productivity stakes, because only one of the eight institutions above it in Kahn's list has a smaller staff than UWC. But the move from 19th to 9th in South Africa in eighteen years, by Kahn's measurement, demonstrates serious progress in the volume of UWC's research output. No other institution shows as dramatic an improvement in the volume of research output between 1990 and 2008.

¹ Khan, M., A bibliometric analysis of South Africa's scientific outputs – some trends and implications. South African Journal of Science 2011; 107(1/2), Art. # 406, 6 pages. DOI 10.4102/sajs.v 107i 1/2.406.

COMMUNITY ENGAGEMENT

UWC's mission makes the student-in-communities the academic point of departure for its community engagement initiatives. This means that UWC, as a university, is challenged to pursue ongoing engagement with the communities from which its students come and with those they are necessarily becoming part of as they increasingly equip themselves to compete in a global environment. UWC's community engagement role involves academic work of the highest order that addresses community concerns and is, in turn, informed and enhanced by them.



Institutional engagement with local and broader communities occurs through a range of activities and in a variety of forms, often combining teaching, research, advocacy and service. These activities range from faculty-specific programmes organised and coordinated by faculty structures, to centrally coordinated, institution-wide programmes led by either an academic structure or a student structure. These initiatives have in common a range of transformational concerns that are addressed through a variety of approaches.

Service learning is a key component of community outreach and, for many years, has been an aspect of professional programmes such as teacher training and social work. All faculties have examples of service learning modules that offer community engagement as an integral part of their curricula.

Community-based education can also take other forms. Partnerships with the neighbouring urban and rural communities contribute towards an enabling learning environment in which students work in community settings as part of their course requirements. Good examples of community-based education as integral to the work and approach of students are found in the Faculties of Dentistry and Community and Health Sciences. Central to the success of such programmes is the placement of students in varied clinical settings, and assessment methodologies that evaluate competence in the field.

In another venture, the Faculties of Community and Health Sciences and Education engage collaboratively with hospitals and schools in the Health Promoting Schools Project. Apart from the activities listed above, UWC also engages in a range of other community outreach activities. These include, for example, our students assisting communities

through financial literacy programmes, engagement with learners on entrepreneurship and a variety of courses designed to address community needs related to language issues.

In addition to the above, UWC's Community Engagement (CE) Unit facilitates an important function in the teaching and learning arena. The unit is a newly formed entity that has its roots in previous projects, such as the Western Cape Community Partnership Project and the Community Higher Education Services Partnership. The year under review marks the second year of the Collaboration for Health Equity through Education and Research (CHEER), which the CE Unit coordinates with the Dean of the Community and Health Sciences Faculty. CHEER is a collaboration of academics involved in interprofessional community-based education from each of the eight Health Science faculties in the country.

The CE Unit developed two proposals that were accepted at the Senate Research Committee in the latter part of 2010, and data collection will commence in 2011. The two research projects will focus on "An exploration of communities' views, attitudes and recommendations on community-based education of undergraduate health sciences student", and "The impact of Collaborative Interprofessional Education and Practice on developing socially responsible graduates who are well equipped to practice in rural and underserved areas". These research projects will provide an insight into the development of partnerships and the impact of interprofessional community-based education initiatives on the development of socially responsible graduates.

Volunteerism is also recognised as a key aspect of developing social responsibility through community engagement activities. The CE Unit therefore also has initiated collaboration with the Centre for Student Support Services, as the Centre coordinates various opportunities for volunteerism by students. Mandela Day, for example, was a wonderful outcome of this collaboration, as UWC students spent the day at the Delft Community Health Centre and collaborated with students from Stellenbosch University, providing services to the community and participating in awareness-raising activities.

CONCLUSION

Quality teaching and learning and research are pivotal to the institution's academic and financial viability and its long-term sustainability. Our planning and monitoring processes are geared to constantly assess how we are performing against the targets we set for ourselves and those whereby we are measured externally. We will continue to focus on having the right academic leadership in place to manage and lead academic departments that result in the kinds of graduates that our nation needs.

While UWC is confident that our academic project is healthy, we remain committed to improvement. Our vibrant intellectual climate, caring community and clear sense of mission drive that endeavour.



Prof Brian O'Connell
Chairperson of Senate

It is impossible to capture all the successes or reflect on all the challenges in writing a report such as this, but a survey of the evidence reminds one of how far UWC has come. The international Webometrics rating continues to place UWC seventh among African universities and in the top 6% of universities in the world. We are extremely proud of these statistics, but they would lose meaning if the experience of the students on our campus did not echo these notions of excellence in everything we offer. This remains our challenge and forces us to carefully consider every aspect that has an impact on the life of a UWC student.





REPORT *of the* CHAIRPERSON *of the* INSTITUTIONAL *Forum*

The Institutional Forum (IF) is an advisory structure which is established in accordance with section 31(1) of the Higher Education Act (Act 101 of 1997), as amended in order to provide the Council of the University with advice. The membership of the IF allows for equal representation of the University's Management, Senate, Council, academic staff, the non-academic staff union, and students.

During 2010 the IF had four meetings, where it considered, amongst others, the extension of the period of term of office of the Rector and Vice-Chancellor which the IF supported.

In debating matters of new appointments or the extension of contracts IF focuses on considerations around the University's ability to deliver on its primary responsibility to offer academic and research programmes of high quality while, at the same time, being able to respond effectively to national and global challenges whilst taking internal diversity issues into consideration.

The IF also considered and provided feedback on the extension of the terms of office of the Deans of the faculties of Education, Community and Health Sciences and the Dean of Natural Sciences.

IF was also requested to provide advice on the institution's new Employment Equity (EE) Plan. The matter was discussed in detail and the IF was satisfied that the intentions of the EE Plan were aligned to that of the Employment Equity Act. With the request that a few sections be slightly expanded on or clarified, the IF recommended the EE Plan to the Council for approval.

In 2007 the Department of Education (DoE) commissioned an independent assessment and evaluation of the functionality of Institutional Forums at universities. During September 2009

the newly established Department of Higher Education and Training (DoHET) arranged an IF National Review meeting that was attended by representatives from all universities, to discuss the findings of the 2007 IF assessment and evaluation. In its second meeting of 2009, the UWC IF deliberated extensively on the recommendations of the National Review meeting and concluded that the University remained committed to transformation and that stakeholders were represented in all governance structures of the institution which allowed participation in the decision making processes. In 2010 the IF established a working group to consider the recommendations contained in the report of the Review Meeting. The IF considered the feedback of the working group and agreed that the IF as a consultative body remains an important structure and that some of the national concerns did not apply to UWC. The IF did agree with the recommendation that the Chairperson of the IF should be an external member and also agreed with the recommendation of establishing a National Forum for IF chairpersons.

I wish to express my appreciation to all members who served on the IF which contributed to the strengthening of institutional governance and enabling Council to make decisions based on a broader institutional understanding.



Dr Johann van der Merwe
Chairperson of the Institutional Forum



COUNCIL'S STATEMENT *on* CORPORATE GOVERNANCE

GOVERNANCE ETHOS

The University of the Western Cape (UWC) and its Council are committed to the highest standards of corporate governance and endorsed the principles contained in the King II Report on Corporate Governance for South Africa 2002 (King II). There were, however, aspects of the application that did not readily translate into the public higher education sector.

The Council is now investigating the implications of King III as it remains committed to conducting the business of the University with integrity and in accordance with generally accepted practices. Monitoring the University's compliance with King II formed part of the responsibility of the Audit Committee of Council and this responsibility will remain as we establish a better understanding of King III.

The University's internal auditors as from January 2010, KPMG, have not performed a corporate governance review of the University's compliance with the corporate governance requirements of the Higher Education Act, 1997 (Act No. 101 of 1997), and with respect to compliance with the relevant sections of the King III Report. Such a review forms part of the internal audit plan of 2011 and will be reported on in due course. The last such review, conducted by Deloitte and Touche, indicated that the level of compliance with the requirements of the Higher Education Act and the guidelines of King II were assessed as high, with a few areas still remaining for improvement. Those areas are receiving attention from the University Management.

THE COUNCIL

The Council comprises academic and non-academic members with an appropriate mix of skills and backgrounds. During 2010, 69.6% (2009: 68%) of its members were neither employees nor students of UWC and were appointed in terms of the Institutional Statute. The role of the Chairperson of Council is separated from the role of the University's Rector. Matters dealt with by Council are set out in the Institutional Statute and in the Higher Education Act, 1997 (Act No. 101 of 1997). Council is responsible for the ongoing strategic direction of the University, approval of major developments and the consideration of regular management reports on its day-to-day business. The Council has four scheduled meetings every year and has several subcommittees, including Finance, Remuneration and Conditions of Employment, Membership and Audit committees. All Council committees are constituted formally and have approved terms of reference.

Council members do not receive remuneration for the meetings they attend. The members ultimately are accountable to the state and are fully cognisant of their collective and individual responsibilities.

FINANCE COMMITTEE

The Finance Committee of Council exercises control over all University funds and advises Council on financial strategy and on financial progress against benchmarks and annual budgets. The Finance Committee is also responsible for the

following: assessing the financial planning of the University with respect to its financial viability; evaluating the Annual Financial Statements of the University; advising the University on long-term financing with respect to immovable capital projects; and making recommendations regarding the aforementioned to the Council. The Finance Committee meets at least quarterly and continuously measures and reports on the University's financial performance.

REMUNERATION COMMITTEE

The Remuneration Committee considers and makes recommendations to Council regarding policies, remuneration and prerequisites, and the contracts of staff appointed by Council, which includes the executive management and the deans of faculties. The Annual Financial Statements separately reflect the earnings of the executive management.

MEMBERSHIP COMMITTEE

The Council Membership Committee considers nominations for vacancies in the Council in terms of the Institutional Statute and makes recommendations to Council with regard to identifying suitable persons where applicable. The Committee takes decisions about Council members serving on the required subcommittees and is responsible for the implementation of the Code of Conduct for Council members.

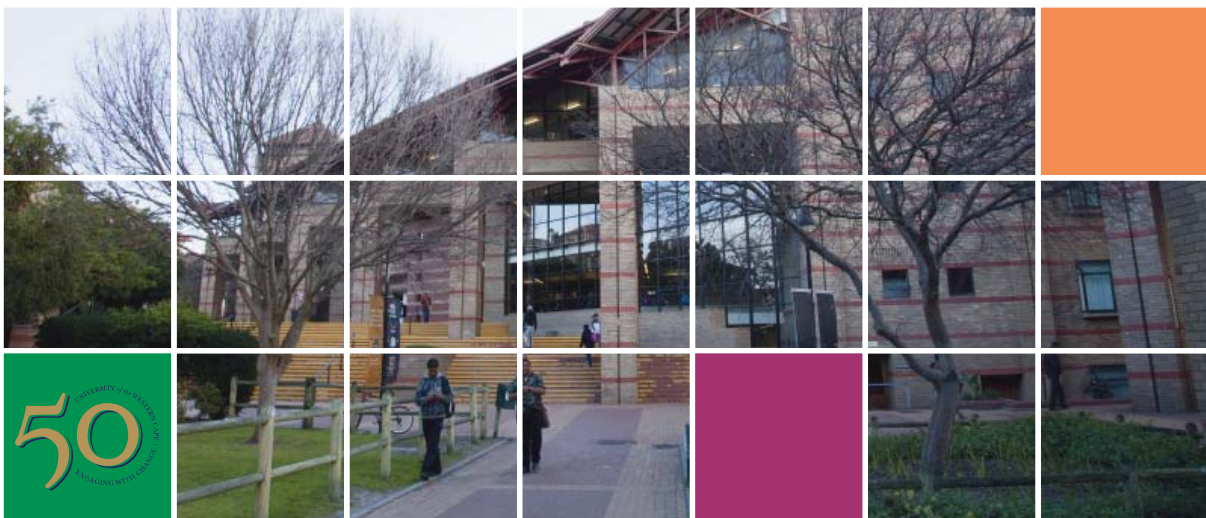
AUDIT COMMITTEE

The Audit Committee reviews the findings and reports of the University's internal and external auditors and monitors compliance with the King II code. Both the internal and external auditors have unrestricted access to the Audit Committee, ensuring that their independence is in no way impaired. Meetings are held at least four times a year and are attended by the internal and external auditors and appropriate members of the executive management. The Audit Committee operates in accordance with written terms of reference, confirmed by the Council, and provides assistance to the Council with regard to the four aspects discussed below.

EXTERNAL AUDITORS AND EXTERNAL AUDIT

In this regard, the Audit Committee

- reviews the audit plan and considers areas of special concern, the procedures undertaken to monitor and contain risk, and the audit approach for these areas;
- reviews, with management, reports and letters from the external auditors concerning deviations from and weaknesses in accounting and operational controls, and informs Council of the required action;



- reviews significant accounting issues pertaining to the application of International Financial Reporting Standards (IFRS); and
- obtains assurance that adequate accounting records are being maintained.

FINANCIAL REPORTING AND FINANCIAL CONTROL

The Audit Committee

- reviews the University's audited Annual Financial Statements;
- reviews significant adjustments resulting from the audit; and
- reviews the basis on which the University has been determined as a going concern.

INTERNAL AUDIT

Here, the Audit Committee

- reviews reports by the internal auditors detailing the adequacy and overall effectiveness of the University's internal control procedures, the scope and depth of audit coverage, reports on internal control and any recommendations, and confirms that appropriate actions have been taken; and
- reviews significant differences of opinion between management and the internal audit function.

COMPLIANCE

Finally, in this regard the Audit Committee

- reviews reports detailing the extent of compliance with applicable legislation and governance codes.

STATEMENT ON CONFLICT MANAGEMENT

Council agreed in its Code of Conduct to deliberate immediately on matters where conflict arises as a result of,

for example, a declaration of vested interest, and to decide upon it in accordance with generally accepted practice in this regard. During 2010 it was not necessary for Council to give effect to this provision.

EXECUTIVE MANAGEMENT COMMITTEE

The Executive Management Committee is responsible for implementing strategies approved by the Council and for managing the affairs of the University. The Executive Management Committee is chaired by the Rector and meets twice a month. The Committee's terms of reference encompass strategy development, collaboration between faculties and units, and maintaining and managing the University's operations in the most effective and efficient way. The Executive Management Committee has the responsibility of ensuring that accounting information systems and the personnel complement are maintaining the accounting records of the institution in good order.

WORKER AND STUDENT PARTICIPATION

The University utilises a variety of participating structures in issues that affect employees and students directly and materially and that are designed to achieve good employer/employee and student relations. These structures are designed for the effective sharing of relevant information, consultation and the identification and resolution of conflicts. They embrace goals relating to productivity, career security, legitimacy and identification with the University. The academic staff is well represented in all applicable structures, although not by virtue of union membership, as the academic staff union was dissolved in 2002 due to its inability to retain its membership.

Employment equity is high on the institutional agenda and is steered through an Employment Equity Forum. The University's staff development plan includes gender action programmes.

STATEMENT ON CODE OF ETHICS

The Code of Conduct for Council members expects Councillors to observe the highest standard of integrity,



behaviour and ethics in order to conduct business through the use of fair commercial practices. In 2010 there were no breaches in terms of the Code of Conduct in this respect. Council members and staff are expected to observe the institution's ethical obligations in order to conduct business through the use of fair commercial practices.

STATEMENT ON RISK EXPOSURE AND THE MANAGEMENT THEREOF

The University is proud of its reputation as an institution that produces high-quality graduates, excellent research and renowned scholars. It also prides itself in being an institution known for sound financial management and safety at work. Reputational, financial and other areas of risk are key priorities for the Council, the University Executive and the bodies responsible for the management of risk. The Council is ultimately responsible for risk management, which includes evaluating key risk areas and ensuring that processes for risk management and systems of internal control are implemented. The Executive Management, Finance and Audit Committees play an extremely important role in advising Council in terms of risk.

FINANCIAL RISKS

Financial risks facing the institution continue to include interest rate risk, foreign exchange rate risk, and credit risk. The international economic crisis could impact on the ability

of international donors to continue to fund research activities at the expected levels. The position of the rand relative to foreign currencies impacts on the restricted funds, as a large portion of donor income is received in foreign currency. At times, this requires projects to revise their work in order to function within the actual rand value of funds received. Interest rate risks were eliminated largely by recapitalisation with regard to the cash-flow position of the institution, but a new long-term loan has been incurred and increases in interest rates will therefore have an impact.

The University has had almost a decade of consistent growth and financial strengthening. It has moved from a position of substantial borrowings and little infrastructure expansion to one of growing reserves and major infrastructure projects. These bring new elements of financial risk, specifically investment risk relating to reserves and price escalation risk relating to long-term projects.

UWC's applicant pool from disadvantaged communities poses a specific credit risk. Students who do not succeed academically, or succeed only partly, may not qualify for continued financial aid (NSFAS or donors) and may not be able to honour their financial obligations to the University. This often results in higher dropout rates, with serious financial implications in terms of debt collection and academic output rates. Improved academic support systems are expected to yield better results in this mission-critical area. The current economic climate could also impact on our success in student debt from previous years.

The management of credit, currency and interest rate exposure is the responsibility of the Executive Director: Finance and Services. Monthly management reports contain details of costs and the market value of financial instruments, and an analysis of exposures against limits established by Council is also provided. The limits principally cover the maximum permitted exposure in respect of:

- Finance lease debts limited to prime;
- Floating rate borrowings in terms of long-term loans; and
- Credit concentrations.

NON-FINANCIAL RISK

The non-financial factors impacting on UWC include competitive attractiveness, the ability to perform in strategic priority areas, attracting and retaining appropriately skilled staff, reaching student enrolment targets, legislative risks, HIV/AIDS and operational risks resulting from process failures.

All the above-mentioned non-financial factors impacting on the institution do, however, also have financial risk implications. The University has identified a number of key priorities for the next five years and success in these areas will, amongst others, improve student success rates and research output, which would reduce risk in terms of the portion of the state subsidy currently received as a development grant.

Initial indications are positive, but performance in these strategic priority areas continues to pose a degree of risk. The University is also required to increase its student intake during the next few years and, if it does not succeed in this area, this would have implications for the University's proportionate share in the annual higher education financial allocation.

The competitive environment in terms of staff holds the risk of the institution losing highly qualified and skilled staff, who are not easily replaceable, to other higher education institutions or industry.

UWC remains vigilant of the challenge posed by HIV/AIDS and the institution has embarked on several initiatives to raise awareness, offer support programmes and influence students' behaviour through peer education.

Much has been done in the field of information technology to increase levels of security by addressing matters such as weaknesses in change control, firewall security and general-wide network security, but in this area the institution is still exposed to a degree of risk.



Mr Brian Williams
Chairperson of Council



Prof Brian O'Connell
Rector and Vice-Chancellor

The AUDIT COMMITTEE REPORT *on the* **SYSTEMS** *of* INTERNAL CONTROL

The University of the Western Cape maintains systems of internal control over financial reporting and the safeguarding of assets against unauthorised acquisition, use or disposal. Such systems are designed to provide reasonable assurance to the University and the Council that the operational environment promotes the safeguarding of the University's assets and the preparation and communication of reliable financial and other information.

The systems of internal control designed by management include the documentation of organisational structures, division of responsibilities and established policies and procedures in key areas, which are communicated throughout the organisation.

Information systems utilising information technology are in use throughout the organisation. Management intends that systems be designed to promote ease of use for all users whilst balancing control requirements. In utilising electronic technology to conduct transactions with staff and with third parties, Management maintains that control aspects are given close scrutiny and that procedures are designed and implemented to minimise the risk of fraud or error. The development, maintenance and operation of all systems are under the control of competently trained staff. However, the vacancy of the Director IT position inhibits the general control environment.

Internal auditors monitor the adequacy and effectiveness of internal control systems based on coverage plans discussed with Management and approved by the Audit Committee, and report their findings and recommendations to Management and Council via the Audit Committee of Council. Corrective actions are taken by Management to address control deficiencies, and other opportunities for improving systems are identified. The internal audit process includes a follow-up of agreed management action plans, which are then reported to the Audit Committee. The Council, operating through its Audit Committee, provides oversight of the internal control process.

There are inherent limitations to the effectiveness of any system of internal control, including the possibility of human error and the circumvention of controls. Accordingly, even an effective internal control system can provide only reasonable assurance with respect to the preparation of financial statements and the safeguarding of assets. Furthermore, the effectiveness of an internal control system can change with circumstances. Instances where it is detected that internal control systems have failed, are followed up to determine whether further investigations are required.

Reports to the Audit Committee by both the internal and external auditors indicate that there are some outstanding items in terms of controls deemed to be inadequate or ineffective. These matters are reported to Management and Council, and progress with addressing such issues will be reviewed in subsequent audits and duly reported.



Dr Johann van der Merwe
Chairperson
Council Audit Committee



REPORT *of the* EXECUTIVE DIRECTOR: **FINANCE** *and* SERVICES

The global financial meltdown is still being felt with power shifting to the so called BRIC countries, i.e. Brazil, Russia, India and China, with South Africa joining during early 2011. South Africa's recovery for the unprecedented recession has not recovered at the satisfactory pace as anticipated in my previous report. The 2010 FIFA World Cup was successfully hosted by South Africa in the face of considerable scepticism.

The 2010 FIFA World Cup was a significant unifying factor for all South Africans and brought about an encouraging mood of optimism throughout the nation. The Johannesburg Stock Exchange turned out to be a good year for investors during 2010 although signs of a slow economic recovery pervasive with job losses, corruption and re-establishment of markets that remains a concern.

The University of the Western Cape was well poised for the myriad of challenges and pervasive changes. The University posted a surplus for the 2010 fiscal year and continues its journey to greatness through its pursuit of the strategies in the Institutional Operating Plan (IOP) that aims to achieve financial stability and future growth.

OPERATING RESULTS

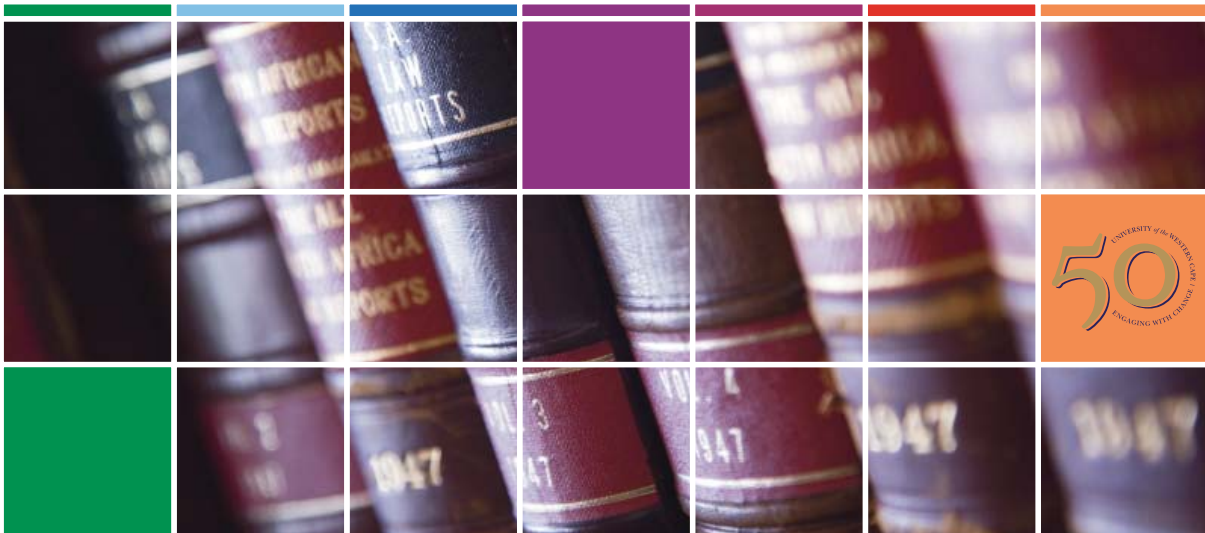
The strategic impact on operating results revealed higher than expected operating surplus for the year. The net operating surplus for the year, excluding Restricted Funds, amounts to R78.4 million (2009: R76.4 million). The positive financial performance is a reflection of the University's ability to grow under difficult conditions without compromising quality and efficiency. The University achieved its financial targets, which achievement can be attributed to, amongst others, the following factors:

- Continuous improvements in fiscal policy;
- Improved administrative efficiency and effectiveness, supporting planned student administration and collections;
- Implementation of strategic special intervention programmes;
- Human capital investment; and
- Student academic performance.

A strong focus within the IOP is the building of capacity to deliver quality and, together with the strategic interventions employed by the University, this translated into positive financial performance.

Net surplus exceeded the budget by R63.5 million. The excess of budget surplus is mainly attributable to student growth and budget control on inefficiencies. Certain plans were implemented from 2009 fiscal year during 2010 which resulted in deferred 2010 budget costs to be incurred during 2011.

The increase in tuition and accommodation income is attributable to a 10% increase in tuition fees, as well as with the balance being growth and change in registered module mix. The tuition and accommodation fee increase represents a careful balance between keeping higher education as affordable as possible, and keeping the university financially feasible.



ABRIDGED INCOME AND EXPENDITURE OF COUNCIL-CONTROLLED AND STUDENT ACCOMMODATION FUNDS

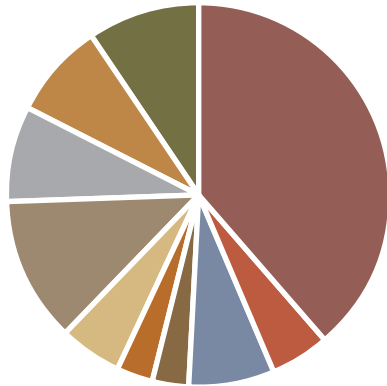
	2010 (Rmil)	% diff	2009 (Rmil)	% diff	2008 (Rmil)	% diff	2007 (Rmil)
TOTAL INCOME	868.4	21%	718.9	8%	670.1	18%	569.0
State subsidies and grants	500.5	20%	418.6	9%	384.9	17%	329.1
Tuition and accommodation income	289.8	25%	232.2	16%	200.0	10%	182.4
Other recurrent income	74.0	9%	68.1	-12%	77.1	34%	57.5
Other non-recurrent income	4.1	100%	0.0	-100%	8.1	0%	0.0
TOTAL EXPENSES	789.9	23%	642.6	14%	562.6	12%	500.5
Employment costs	470.8	22%	387.1	11%	348.8	12%	311.2
Operating expenses	256.3	20%	210.0	14%	181.7	11%	163.5
Depreciation	59.7	57%	38.1	32%	31.6	24%	25.4
Pension fund surplus expenditure	0.0	-100%	7.0	100%	0.0	0%	0.0
Finance costs	7.1	1,675%	0.4	-8%	0.4	0%	0.4
NET SURPLUS	78.5		76.4		107.5		68.5

Employment costs remain the largest cost component for the University. Cognisant of the continued global pressures and intense competition in the market, the University continuously seeks innovative ways to attract and retain skills, as well as developing our internal talent pool.

Operating expenses are stated at R250.6 million (2009: R207.7 million), which is within budget. Operating expenses include special intervention programmes that accelerate academic and research performance specifically designated to support the IOP.

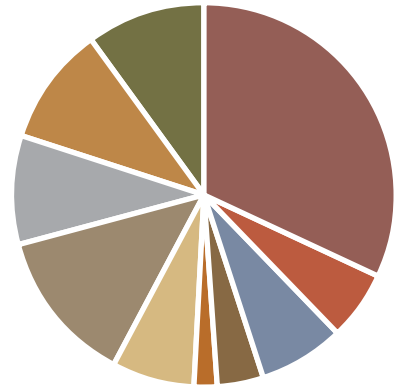
Depreciation is stated at R59.7 million (2009: R38.1 million) as a result of the revised useful lives and revised residual values of property, plant and equipment, as a consequence of the

OPERATING EXPENSES 2010



38%	Building	32%
5%	Bursaries	6%
7%	Computers	7%
3%	Consumables	4%
3%	Debts	2%
5%	Library	7%
12%	Other	13%
8%	Professional	9%
8%	Stationery	10%
9%	Travel	10%

OPERATING EXPENSES 2009



accounting treatment outlined in the International Financial Reporting Standards. The School of Public Health building and the East Link Road were brought on line at the end of 2008, the Life Sciences building was brought on line during 2010 which significantly impacted the increase in depreciation. It is expected that depreciation will continue to accelerate significantly in subsequent years as assets reach the end of their useful lives and a significant portion of additions to computer infrastructure and buildings is brought into use.

A noteworthy investment of operating expenses on existing buildings and computer infrastructure is employed to improve the student experience at the University. This is evident from the increased proportional share of the operating expenditure spend.

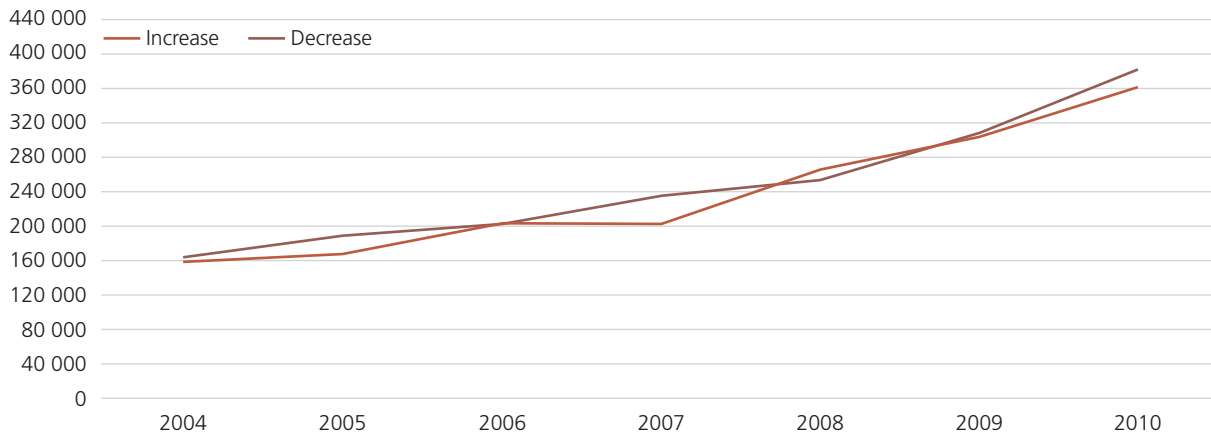
Student accommodation expenditure continues to apply pressure on the budget because of the inability of the accommodation fund to break even. The engagement with students is ongoing with respect to balancing the fund. The University has unsuccessfully negotiated accelerated

accommodation rates to break even. The deficit accrued for 2010 amounts to R9.6 million (2009: R9.8 million). The income and operating costs for student accommodation activity are included in the table above.

STUDENT DEBT

The University has consistently improved its collection rate over the years. This is due to numerous improvements in debt-collection processes, and direct engagement with individual students and their parents, student leadership, donors and stakeholders regarding the settlement of debt. The development of the Student Enrolment Management System (SEMS) has resulted in coherent management information and accessible interfaces that translate into improved efficiency and effectiveness. The SEMS programme will continue to be developed over the next year to better support the strategic objectives in this area.

STUDENT DEBT BEHAVIOUR



The graph above represents the student debt account that illustrates the relationship between collections against billings. The Minister of the Department of Higher Education and Training (DoHET) has committed around R11 million funding from the National Student Financial Aid Scheme with respect to 2010 debt which will reduce the debtors book during the 2011 financial year. The budgeted collections have been achieved for 2010.

The University has a history of registering academically viable indigent students without the necessary financial resources to pay tuition and resident fees upfront. This bodes well with its mission statement of providing access and being an engaged university augmented by students and families taking responsibility for the cost of higher education. At registration all students are required to pay an upfront amount which is less than 20% of the average student billing per annum. It would be more desirable to collect more fees at registration but it is a highly contested process amongst most universities in South Africa. Payment settlement agreements are entered into with individual students to stagger payments throughout the year. In most instances these agreements are honoured by students.

The National Student Financial Aid Scheme (NSFAS), donors and various stakeholders have played a significant role in the success of student debt collection at UWC. In the current economic climate we are very grateful to the donors, parents, guardians and students for their unequivocal commitment to address student debt.

RESTRICTED FUNDS

Restricted Funds represent grants and contracts accounted for during the year. The University did not perform that well compared to prior years which is mostly attributable to the slower economic climate and the manner in which foreign donors perceive the status of South Africa. Management is expecting an improved trajectory of the fund as the global economic market recovers and relationships are strengthened with local and foreign stakeholders. The fund generated a R22 million normal activity surplus for the year compared to prior year R68.6 million.

SIGNIFICANT ACCOUNTING ISSUES AND DISCLOSURES

The University's financial reporting and preparation of financial statements is based on International Financial Reporting Standards (IFRS). Below is an explanation of certain significant items contained in the financial statements.

GOVERNMENT GRANTS AND DISCLOSURE FOR GOVERNMENT ASSISTANCE

At year end, the government grants relating to assets (note 25) were valued at R296 million (2009: R215.7 million) in the Consolidated Statement of Financial Position. This is as a result of grants received from the Department of Higher Education and Training (DHET) for infrastructural improvement and expansion projects. Although this is income received, in terms of IAS 20: Accounting for Government Grants and Disclosure for Government Assistance, the grant received shall be recognised as a liability (deferred income) and subsequently recognised as income over the period of the asset's useful life to match the costs to which the asset relates on a systematic basis. The DHET has committed funding for the future years that will continue to influence this balance. The liability will not be discharged in full when the buildings are brought into use, but will be reduced annually to the extent of the related costs for which they are intended to compensate, on a systematic basis.

The net effect is paradoxical, the more the DHET aids the University in building its infrastructure, the higher our liability on the Statement of Financial Position and will carry a liability for the lifetime of the building or asset that will be reduced systematically over this period of time, even though it does not represent an obligation to be settled in the future.

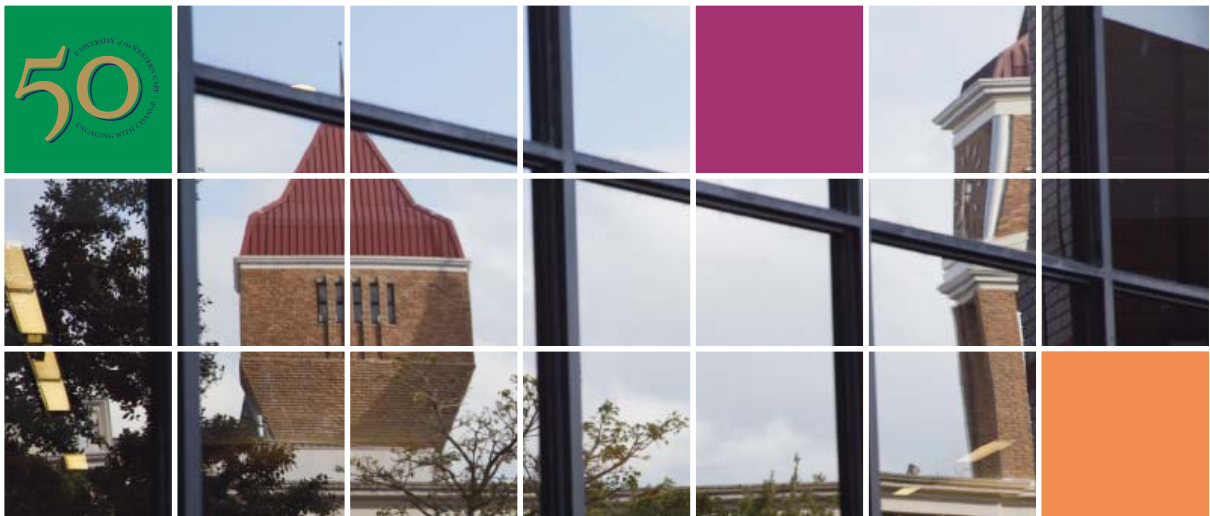
INTEREST BEARING BORROWINGS

The University entered into a long-term loan with the Development Bank of South Africa to finance the completion of the Life Sciences building. The loan value was R90 million at inception and is repayable over 10 years as detailed in note 9 of the financial statements.

INFRASTRUCTURE IMPROVEMENT PROJECTS

Due to the financial position of the University in prior years, it could not make adequate provision for maintenance and upgrades. From 2005, the University invested significantly annually in infrastructure upgrades, specifically with regard to teaching facilities and to address the maintenance backlog.

The University continued to improve teaching facilities during 2010 and has committed funds in terms of its budgeting process to further accelerate the improvement project systematically. This espouses an enhanced student experience, excellence in academic and research activities, and an update of support and general infrastructure.



NEW BUILDINGS

LIFE SCIENCES BUILDING

The practical completion of this building took place in December 2009, and occupation commenced in 2010. Teaching and research activities commenced in the first term of 2010. Although practical completion of the building was delayed by four months, and it is anticipated that final completion will also be delayed, the completion of the building, as well as its occupation and fitting out, is currently within budget and expected to remain so. The operationalisation of the building has significantly changed the cost structure as planned, which can be seen from the buildings cost share of 38% (2009: 28%) of operational costs.

SCHOOL OF PUBLIC HEALTH BUILDING

The occupation of the building during 2009 did not come without general teething problems. The building is fully operational and has contributed to the change in building cost structure.

METROLOGY BUILDING

During 2008 the University received a donation of R10 million from Petroleum South Africa for the construction of a Metrology Building headed by the University's South African Institute of Advanced Materials Chemistry. Construction commenced during 2009 and completion was scheduled for November 2010. Occupation of the building commenced during 2011. The building was renamed SAIMC Innovation Centre during 2010. Further funding was received from Petroleum South Africa to build infrastructure to house the Conversion Olifants Distillate plant. The building is well juxtaposed to the SAIMC Innovation Centre and will be brought on line early 2011.

NEW RESIDENCES

The University has entered into a memorandum of understanding with a company, Kovacs, for the construction of residential accommodation, offering approximately 1,600 beds at a cost of R280 million on the East campus adjacent to Symphony Way. The first and second phase is to commence during 2011.

RESIDENCE UPGRADES

The DHET granted UWC funding of R30 million in 2010/11, to be complemented by R5 million from the University, to build kitchen facilities and upgrade the ablution facilities in four of the University's cluster residences. These upgrades will result in a substantial improvement in the quality of life of residence students. The upgrade was substantially completed by year-end with practical completion awarded in the first quarter of 2011.

NEW CHEMICAL SCIENCES BUILDING

The DHET has contributed 50% funding for the construction of the New Chemical Sciences building. The total project cost is estimated at R180 million at this time. Construction will commence during 2011.

CONCLUSION

The favourable financial results for 2010 are a tribute to the efforts of the Council, its Finance and Audit Committees, Management and the campus community, who all applied sound fiscal discipline. We will continue the annual strategic prioritisation in the budgeting process and provide the required financial support to sustain the institutional objectives of the IOP.

The established financial planning processes, as articulated in the University's financial planning processes, will continue to be adhered to and will guide the financial decisions of the University. As we look beyond the current downturn, it is clear that we are very well positioned with a quality team of people. The future is exciting for UWC as it is steered to success, drawing on innovation, core competencies and leadership.

Mr Abduraghman Regal CA(SA)

Executive Director: Finance and Services

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COUNCIL'S STATEMENT OF RESPONSIBILITY

for the ANNUAL FINANCIAL STATEMENTS

The Council is responsible for the preparation, integrity and fair presentation of the financial statements of the University of the Western Cape (UWC).

The financial statements presented on pages 62 to 93 of the 2010 Annual Report have been prepared in accordance with International Financial Reporting Standards (IFRS) and the requirements of the Minister of Education in the regulations in terms of the Higher Education Act, 1997 (Act No. 101 of 1997), as amended, and include amounts based on judgments and estimates made by the management. The Council has also approved the Council Statement on Corporate Governance and confirms its accuracy and consistency with the financial statements.

The financial statements have been audited by Ernst and Young Inc., who have been given unrestricted access to all financial records and related data, including minutes of meetings of the Council and its committees. The Council believes that representations made to the independent auditors during their audit were valid and appropriate.

Approval of Annual Financial Statements

The annual financial statements on pages 62 to 93 of this Annual Report were approved by Council on 9 June 2011 and are signed on its behalf by:



Mr B Williams
Chairperson of Council



Prof BP O'Connell
Rector and Vice-Chancellor

REPORT OF THE INDEPENDENT AUDITORS

to the COUNCIL OF THE UNIVERSITY OF THE WESTERN CAPE

Report on the financial statements

We have audited the accompanying financial statements of The University of the Western Cape, which comprise the statement of financial position as at 31 December, 2010, and the statement of comprehensive income, statement of changes in equity and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory information, as set out on pages 62 to 93.

The Council's responsibility for the financial statements

The Council is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards and in the manner required by the Minister of Education in terms of section 41 of the Higher Education Act, No101 of 1997 (as amended), and for such internal control as the directors determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

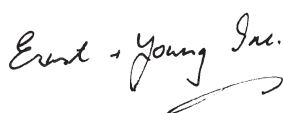
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of The University of the Western Cape as at 31 December, 2010, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards and in manner required by the Minister of Education in terms of section 41 of the Higher Education Act, No101 of 1997 (as amended).



Ernst & Young Inc.

Director: Abdul-Majid Cader

Registered Auditor

Chartered Accountant (SA)

Cape Town

30 June 2011

CONSOLIDATED STATEMENT OF
FINANCIAL POSITION *as at 31 December 2010*

	Notes	ZAR 2010	ZAR 2009
ASSETS		1,939,208,162	1,619,788,022
Non-current assets		1,352,011,442	1,073,472,253
Property, plant and equipment	2	1,067,931,898	972,422,239
Investments		246,470,035	67,291,583
Marketable Securities	3	243,374,193	64,216,048
Other investments	3	3,095,842	3,075,535
Post-employment fund surpluses		37,355,491	33,552,331
Retirement fund surplus	10.2	7,157,491	6,532,331
Pension fund surplus	10.1	30,198,000	27,020,000
Staff loans	4	254,018	206,100
Current assets		587,196,720	546,315,769
Inventories	5	823,614	625,672
Investments	3	3,147,674	2,948,669
Accounts receivable		128,416,095	71,634,012
Student fee debtors	6	75,246,372	56,411,248
Other receivables	7	53,169,723	15,222,764
Cash and cash equivalents	8	454,809,337	471,107,416
FUNDS AND LIABILITIES		1,939,208,162	1,619,788,022
Funds available		1,381,229,614	1,260,157,146
Council controlled funds		127,835,642	106,480,537
Restricted use funds		197,243,830	206,785,316
Student accommodation funds		(47,133,545)	(40,708,034)
Property, plant and equipment funds		1,067,931,898	972,422,239
Fair value adjustments reserve		35,351,789	15,177,088
Non-current liabilities		437,780,944	267,049,969
Interest-bearing borrowings	9	78,800,000	2,300,000
Government grants relating to assets	25	295,973,491	215,717,000
Leave pay provision	11	63,007,453	49,032,969
Current liabilities		120,197,604	92,580,907
Accounts payable and accrued liabilities	12	93,613,654	75,111,054
Current portion of leave pay provision	11	14,752,235	14,565,083
South African Revenue Service provision	13	1,279,320	1,279,320
Student deposits	14	1,552,395	1,625,450
Current portion of interest-bearing borrowings	9	9,000,000	–

CHANGES IN FUNDS *for the year ended 31 December 2010*

	Notes	Council controlled funds	Restricted use funds	Student accommodation funds	Property, plant and equipment funds	Fair value adjustments reserve	Total available funds
FOR THE YEAR ENDED 31 DECEMBER 2010							
Accumulated funds at 1 January 2010 (ZAR)							
Total comprehensive income for the year							
Net surplus/(deficit) for the year		106,480,537	206,785,316	(40,708,034)	972,422,239	15,177,088	1,260,157,146
Fair value adjustments reserves realised	3	87,990,538	22,483,954	(9,576,725)	-	20,174,701	121,072,468
Unrealised fair value adjustment gains	3	-	-	-	-	(906,464)	100,897,767
Transfers for acquisition/disposal of PPE	2	(118,110,495)	(36,627,676)	(426,622)	155,164,793	-	(906,464)
Transfer of depreciation on PPE	2	56,077,298	-	3,577,836	(59,655,134)	-	-
Transfers to eliminate dormant entities	23	(28,411)	28,411	-	-	-	-
Other inter-fund transfers		(4,573,825)	4,573,825	-	-	-	-
Accumulated funds at 31 December 2010		127,835,642	197,243,830	(47,133,545)	1,067,931,898	35,351,789	1,381,229,614
FOR THE YEAR ENDED 31 DECEMBER 2009							
Accumulated funds at 1 January 2009 (ZAR)							
Total comprehensive income for the year							
Net surplus/(deficit) for the year		237,095,750	186,646,580	(33,345,393)	690,044,340	7,305,969	1,087,747,246
Fair value adjustment reserves realised	3	86,277,119	88,103,384	(9,841,722)	-	7,871,119	172,409,900
Unrealised fair value adjustment losses	3	86,277,119	88,103,384	(9,841,722)	-	-	164,538,781
Transfers for acquisition/disposal of PPE	2	(247,034,231)	(72,628,973)	(773,497)	320,436,701	-	595,704
Transfer of depreciation on PPE	2	34,806,224	-	3,252,578	(38,058,802)	-	-
Transfers to eliminate dormant entities	23	538,938	(538,938)	-	-	-	-
Other inter-fund transfers		(5,203,263)	5,203,263	-	-	-	-
Accumulated funds at 31 December 2009		106,480,537	206,785,316	(40,708,034)	972,422,239	15,177,088	1,260,157,146

CONSOLIDATED STATEMENT OF

COMPREHENSIVE INCOME *for the year ended 31 December 2010*

	Notes	ZAR 2010	ZAR 2009
TOTAL INCOME		1,112,504,469	1,009,996,559
Recurrent revenue		1,107,618,483	990,366,156
State subsidies and grants	15	550,400,356	466,938,449
Student fee revenue		290,376,296	232,201,778
Income from contracts		144,383,065	167,085,563
For research		110,211,224	146,272,041
For other activities		34,171,841	20,813,522
Other service revenue		2,431,381	2,533,175
Private gifts and grants		35,925,573	57,672,373
Other recurrent income	18	38,832,745	13,581,019
Subtotal		1,062,349,416	940,012,357
Interest received	16	41,981,699	48,865,285
Dividends received	16	3,287,368	1,488,514
Non-recurrent items		4,885,986	19,630,403
Realised gain of marketable securities	16	906,464	–
Other non-recurrent income	18	271,342	47,877
Post-employment fund surpluses			
Retirement fund surplus income	10.2	3,178,000	82,526
Pension fund surplus income	10.1	530,180	–
Private gifts and grants			
Infrastructure expansion projects	20	–	19,500,000
TOTAL EXPENDITURE		1,011,606,702	845,457,778
Recurrent items		1,009,869,706	835,502,662
Personnel		553,953,050	461,307,659
Academic professionals	17	298,292,977	228,852,603
Other personnel	17	255,660,073	232,455,056
Other operating expenses	18	389,136,448	335,727,026
Depreciation	2	59,655,134	38,058,802
Subtotal		1,002,744,632	835,093,487
Finance costs	19	7,125,074	409,175
Non-recurrent items		1,736,996	9,955,116
Loss on disposal of PPE		1,736,996	2,352,434
Realised loss on disposal of marketable securities	16	–	595,704
Post-employment fund surpluses			
Pension fund surplus expenditure	10.1	–	7,006,978
NET SURPLUS FOR THE YEAR		100,897,767	164,538,781
Other comprehensive income			
Fair value adjustment reserves realised	3	(906,464)	595,704
Unrealised fair value adjustment gains	3	21,081,165	7,275,415
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		121,072,468	172,409,900
The surplus for the year is analysed as follows:			
Council controlled funds		87,990,538	86,277,119
Accommodation funds		(9,576,725)	(9,841,722)
Restricted Funds – Infrastructure expansion projects	20	–	19,500,000
Restricted Funds – Normal activities		22,483,954	68,603,384
NET SURPLUS FOR THE YEAR		100,897,767	164,538,781

STATEMENT OF

COMPREHENSIVE INCOME *for the year ended 31 December 2010*

		ZAR	ZAR
		COUNCIL CONTROLLED FUNDS	
	Notes	2010	2009
TOTAL INCOME		828,297,189	687,909,608
Recurrent revenue		824,589,009	687,827,082
State subsidies and grants	15	500,537,509	418,630,000
Student fee revenue		250,015,195	201,092,523
Income from contracts		20,348,263	13,268,522
For other activities		20,348,263	13,268,522
Other service revenue		2,431,381	2,533,175
Private gifts and grants		3,040,403	3,767,123
Other recurrent income	18	14,411,421	9,687,730
Subtotal		790,784,172	648,979,073
Interest received	16	33,370,226	38,840,589
Dividends received	16	434,611	7,420
Non-recurrent items		3,708,180	82,526
Post-employment fund surpluses			
Retirement fund surplus income	10.2	3,178,000	82,526
Pension fund surplus income	10.1	530,180	–
TOTAL EXPENDITURE		740,306,651	601,632,489
Recurrent items		738,569,655	592,273,077
Personnel		460,825,111	377,763,065
Academic professionals	17	263,207,349	197,390,625
Other personnel	17	197,617,762	180,372,440
Other operating expenses	18	214,542,172	179,294,613
Depreciation		56,077,298	34,806,224
Subtotal		731,444,581	591,863,902
Finance costs	19	7,125,074	409,175
Non-recurrent items		1,736,996	9,359,412
Loss on disposal of PPE		1,736,996	2,352,434
Post-employment fund surpluses			
Pension fund surplus expenditure	10.1	–	7,006,978
NET SURPLUS AND TOTAL COMPREHENSIVE INCOME FOR THE YEAR		87,990,538	86,277,119

STATEMENT OF

COMPREHENSIVE INCOME *for the year ended 31 December 2010*

		ZAR	ZAR
		STUDENT ACCOMMODATION FUNDS	
	Notes	2010	2009
TOTAL INCOME		40,049,253	31,132,132
Recurrent revenue		39,797,411	31,109,255
Student fee revenue		39,797,411	31,109,255
Non-recurrent items		251,842	22,877
Other non-recurrent income	18	251,842	22,877
TOTAL EXPENDITURE		49,625,978	40,973,854
Recurrent items		49,625,978	40,973,854
Personnel		10,003,969	9,337,073
Other personnel	17	10,003,969	9,337,073
Other operating expenses	18	36,044,173	28,384,203
Depreciation		3,577,836	3,252,578
NET DEFICIT AND TOTAL COMPREHENSIVE INCOME FOR THE YEAR		(9,576,725)	(9,841,722)

STATEMENT OF

COMPREHENSIVE INCOME *for the year ended 31 December 2010*

		ZAR	ZAR
		RESTRICTED USE FUNDS	
	Notes	2010	2009
TOTAL INCOME		244,158,027	290,954,819
Recurrent revenue		243,232,063	271,429,819
State subsidies and grants	15	49,862,847	48,308,449
Student fee revenue		563,690	–
Income from contracts		124,034,802	153,817,041
For research		110,211,224	146,272,041
For other activities		13,823,578	7,545,000
Private gifts and grants		32,885,170	53,905,250
Other recurrent income	18	24,421,324	3,893,289
Subtotal		231,767,833	259,924,029
Interest received	16	8,611,473	10,024,696
Dividends received	16	2,852,757	1,481,094
Non-recurrent items		925,964	19,525,000
Realised gain of marketable securities	16	906,464	–
Other non-recurrent income	18	19,500	25,000
Private gifts and grants			
Infrastructure expansion projects	20	–	19,500,000
TOTAL EXPENDITURE		221,674,073	202,851,435
Recurrent items		221,674,073	202,255,731
Personnel		83,123,970	74,207,521
Academic professionals	17	35,085,628	31,461,978
Other personnel	17	48,038,342	42,745,543
Other operating expenses	18	138,550,103	128,048,210
Non-recurrent items		–	595,704
Realised loss on disposal of marketable securities	16	–	595,704
NET SURPLUS FOR THE YEAR		22,483,954	88,103,384
Other comprehensive income			
Fair value adjustment reserves realised	3	(906,464)	595,704
Unrealised fair value adjustment gains	3	21,081,165	7,275,415
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		42,658,655	95,974,503
Analysed as follows:			
Normal activities		22,483,954	68,603,384
Infrastructure expansion projects	20	–	19,500,000
Net surplus		22,483,954	88,103,384

CONSOLIDATED STATEMENT OF

CASH FLOWS for the year ended 31 December 2010

	Notes	ZAR 2010	ZAR 2009
CASH FLOWS FROM OPERATING ACTIVITIES			
Net surplus before interest and dividends	26.1	62,753,774	114,594,157
Adjusted for:			
Depreciation	2	59,655,134	38,058,802
Net (gain)/loss on disposal of investments	3	(906,464)	595,704
Government grants relating to assets recognised during the year	25	(3,600,509)	–
Loss on disposal of property, plant and equipment		1,736,996	2,352,434
		119,638,931	155,601,097
Increase in inventory		(197,942)	(104,242)
(Increase)/decrease in receivables		(56,782,083)	5,969,458
(Increase)/decrease in staff loans		(47,918)	29,463
Increase in retirement fund surplus		(625,160)	(82,526)
(Increase)/decrease in pension fund surplus		(3,178,000)	7,006,978
Increase/(decrease) in payables and provisions		32,664,236	(2,402,261)
Decrease in student deposits		(73,055)	(505,688)
Cash generated from operations		91,399,009	165,512,279
Interest received	16	41,507,025	48,373,422
Dividends received	16	3,257,368	1,488,514
Finance costs	19	(7,125,074)	(409,175)
Net cash flows from operating activities		129,068,328	214,965,040
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment	2	(157,017,654)	(324,347,916)
Proceeds on disposal of property, plant and equipment		115,078	1,558,781
Purchase of marketable securities	3	(182,440,545)	(16,591,181)
Proceeds on disposal of marketable securities	3	24,364,352	11,284,766
Proceeds on disposal of other investments	3	255,362	255,362
Net cash flows from investing activities		(314,723,407)	(327,840,188)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of long-term loans	9	(4,500,000)	–
Long-term loans raised	9	90,000,000	–
Government grants received relating to assets	25	83,857,000	95,717,000
Net cash flows from financing activities		169,357,000	95,717,000
Net decrease in cash and cash equivalents		(16,298,079)	(17,158,148)
Opening cash and cash equivalents	26.2	471,107,416	488,265,564
Closing cash and cash equivalents	26.2	454,809,337	471,107,416

1. ACCOUNTING POLICIES**1.1 Basis of preparation**

The annual financial statements set out on pages 62 to 93 are prepared in accordance with and comply with International Financial Reporting Standards and in the manner required by the Minister of Education in terms of section 41 of the Higher Education Act, 1997 (Act No. 101 of 1997), as amended. The annual financial statements are prepared on the historical cost basis, except for marketable securities which are measured at their fair value.

Unless otherwise indicated, all amounts are expressed in South African rands, which is the University's functional currency.

Statement of compliance

The financial statements are prepared in compliance with both IFRS and Interpretations of those Standards as adopted by the International Accounting Standards Board.

Changes in accounting policy and disclosure

The principal accounting policies applied in the preparation of these financial statements are set out below and are consistent with those adopted in the previous year, except as follows:

Amendments resulting from improvements to the following International Financial Reporting Standards (IFRS) did not have any impact on the accounting policies, financial position or performance of the University.

- IFRS 3 Business Combinations (Revised) and IAS 27 Consolidated and Separate Financial Statements (Amended)
- Improvements to IFRS (May 2008); and
- Improvements to IFRS (April 2009)

1.2 Fund categories

The statement of comprehensive income is prepared on a segmented reporting basis in the manner required by the Minister of Education in terms of section 41 of the Higher Education Act, 1997 (Act No. 101 of 1997), as amended. Income shown as Council Controlled relates to funds over which the Council has legal control and discretionary control. Income shown as Restricted Use relates to funds generated in terms of legally enforceable requirements by the donor or grantor. Income shown as Student Accommodation relates to funds generated from student accommodation. Management continuously reviews the classification of the various funds and periodically reclassifies them, where deemed appropriate, for changes in the circumstances and conditions relating to them.

The consolidated statement of changes in funds is grouped according to the same criteria as the statement of comprehensive income and also includes a property, plant and equipment fund and a fair value adjustments reserve. Funds for the acquisition of property, plant and equipment are transferred to the property, plant and equipment fund, which thereafter carries the funds representing the carrying value of the items of property, plant and equipment. The fair value adjustments reserve carries those gains and losses on available-for-sale investments that are not recognised in the statements of comprehensive income. The Restricted Use Funds represent the unspent portion of funds received which the University has an obligation to spend in terms of a mandate.

1.3 Revenue recognition

Revenue is recognised if it is probable that the economic benefits associated with the transaction will flow to the University and the amount can be measured reliably. Revenue is measured at the fair value of the consideration received or receivable, net of any discounts, rebates and related taxes.

1. ACCOUNTING POLICIES (continued)**1.3 Revenue recognition (continued)*****State subsidies and grants***

The University receives state subsidies and grants each year to assist in covering costs that will arise during that year. State appropriations and grants for general purposes are recognised as income in the financial year to which the subsidy relates. Appropriations for specific purposes are brought into the appropriate fund at the time they are available for expenditure for the purpose provided. If the funding is provided in advance of the specified requirement, the relevant amount is retained as a liability and accounted for as current or non-current as appropriate. When a grant relates to an asset, the recognition of revenue is deferred and released to income over the expected useful life of the relevant asset.

Student fee revenue

Tuition, registration and residence fee revenue are recognised in income in the period to which they relate.

Income from contracts

Income from contracts for research activity is recognised over the duration of the associated research activity. Income from contracts for other activities is recognised when such activities occur.

Other service revenue

Revenue from services is recognised by reference to the stage of completion, determined on a cost or time apportionment basis, as appropriate, of the services involved.

Income from private gifts and grants

Income from private gifts and grants is recognised when it accrues to the University. Unless specifically indicated otherwise, income is considered to accrue to the University when it is received.

Other recurrent income

Other recurrent income is recognised when it accrues to the University.

Interest and dividends

Dividend income is recognised when the University's right to receive the payment is established and recorded as dividends received. Interest is recognised as it accrues on the effective interest method, according to the terms of the contract and accrued in interest received.

Recapitalisation

Government grants not expected to recur on an annual basis are recorded in the statement of comprehensive income and disclosed as non-recurrent items when they accrue to the University.

1.4 Financial instruments

Financial instruments recognised on the statement of financial position include investments, staff loans, accounts receivable, cash and cash equivalents, accounts payable and accrued liabilities, interest bearing borrowings and student deposits. Financial instruments are recognised when the University becomes party to the contractual provisions of the instrument. All regular way purchases and sales of financial assets are recognised on the trade date.

When financial assets and financial liabilities are recognised initially, they are measured at fair value, plus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability. Loans and receivables are carried at amortised cost using the effective interest method. Gains and losses are recognised on derecognition or impairment as well as through the amortisation process.

Unless otherwise disclosed under the relevant statement of financial position item note, financial assets and liabilities are carried at fair value subsequent to initial recognition. The methods and assumptions used to determine initial fair value, as well as measurement subsequent to initial recognition, are as follows:

1.4 Financial instruments (continued)

Investments

Marketable securities are considered to be “available for sale” where there is no specific date of disposal and are classified as non-current assets. Other investments, where the intention of the University is to hold the investment to maturity, are considered to be “held-to maturity” investments and are measured at amortised cost using the effective interest method. Marketable securities are held at fair value. The fair value of marketable securities is their market value calculated by reference to stock exchange quoted selling prices at year-end. Movements in the fair value of marketable securities are recognised in the statement of changes in funds until such time as the investment is sold or impaired, whereupon any surplus or deficit will be recognised in the statement of comprehensive income. The fair value of fixed rate financial assets and liabilities carried at amortised cost are estimated by comparing market interest rates when they were first recognised with current market rates offered for similar financial instruments.

The estimated fair value of fixed interest bearing deposits is based on discounted cash flow using prevailing money-market interest rates for instruments with similar credit risk and maturity.

Staff loans

Staff loans are considered to be “loans and receivables” and are carried at amortised cost. An impairment is made, when there is objective evidence that the University will not be able to recover the loans, for the full irrecoverable amount.

Accounts receivable

Accounts receivable are considered to be “loans and receivables”.

Student fee debtors

Student fee debt is non-interest-bearing, and minimum payments are required on registration and on prescribed subsequent dates. Student fee debt is carried at amortised cost using the effective interest method less an allowance for impairment. Amounts are impaired when there is objective evidence that the University will not be able to collect the debt.

Other receivables

Other receivables comprise non-interest-bearing items with no fixed terms of payment. Other receivables are carried at amortised cost.

Cash and cash equivalents

Cash and cash equivalents in the statement of financial position comprise cash at banks and on hand and short-term deposits with an original maturity of three months or less. Cash and cash equivalents are considered to be “loans and receivables”. Cash on hand in banks and short-term deposits are carried at amortised cost. In the cash flow statement these amounts are stated net of outstanding bank overdrafts.

Interest-bearing loans and borrowings

Interest-bearing loans and borrowings are considered to be “financial liabilities at amortised cost”. They are measured at amortised cost using the effective interest method, being original debt value less principal repayments and amortisations. Gains and losses are recognised in income when the liabilities are derecognised as well as through the amortisation process. The interest expense is calculated using the effective interest rate and recognised in the statement of comprehensive income in the year in which it is incurred.

Accounts payable and accrued liabilities

Accounts payable and accrued liabilities comprise a variety of items, which are non-interest-bearing and are considered to be “financial liabilities at amortised cost”. Trade payables have settlement terms ranging from 7 to 30 days, and other items of accounts payable and accrued liabilities have no specific terms of repayment. Trade and other payables are initially measured at fair value and subsequently carried at amortised cost. Income received in advance is disclosed as non-current liabilities and represents cash received for income which will only accrue to the University in the subsequent year.

Student deposits

Student deposits are amounts held to cover damages that may arise during use of certain University facilities by students and are considered to be “financial liabilities at amortised cost”. These deposits are initially measured at fair value and subsequently measured at amortised cost.

1. ACCOUNTING POLICIES *(continued)***1.4 Financial instruments** *(continued)****Fair value of financial instruments***

The fair value of financial instruments that are actively traded in organised financial markets is determined by reference to quoted market bid prices at the close of business on the reporting date. For financial instruments where there is no active market, fair value is determined using valuation techniques. Such techniques may include using recent arm's length market transactions; reference to the current fair value of another instrument that is substantially the same; discounted cash flow analysis or other valuation models.

Offset

Financial assets and liabilities are offset and reported on a net basis when the University has a legally currently enforceable right to set off the recognised amounts as well as the intention to realise the assets and settle the liabilities on a net basis.

Derecognition of financial assets and liabilities

A financial asset is derecognised where:

- The rights to receive cash flows from the asset have expired,
- The University retains the right to receive cash flows from the asset, but has assumed an obligation to pay them in full without material delay to a third party under a "pass-through" arrangement, or
- The University has transferred its right to receive cash flows from the asset, or either transferred substantially all the risks and rewards of the asset or neither transferred nor retained substantially all the risk and rewards of the asset, but has transferred control of the assets.

A financial liability is derecognised when the obligation under the liability is discharged, is cancelled or expires.

Impairment***Impairment of financial assets***

The University assesses at each statement of financial position date whether there is any objective evidence that a financial asset or a group of financial assets is impaired. A financial asset or a group of financial assets is deemed to be impaired only if there is objective evidence of impairment as a result of one or more events that have occurred after the initial recognition of the asset (an incurred 'loss event') and that loss event has an impact on the estimated future cash flows of the financial asset or the group of financial assets that can be reliably estimated. Evidence of impairment may include indications that the debtors or a group of debtors is experiencing significant financial difficulty, default or delinquency in interest or principal payments and where observable data indicate that there is a measurable decrease in the estimated future cash flows, such as changes in arrears or economic conditions that correlate with defaults.

Loans and receivables

For financial assets carried at amortised cost, the University first assesses whether objective evidence of impairment exists for financial assets that are individually significant, or collectively for financial assets that are not individually significant. If the University determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial assets with similar credit risk characteristics and collectively assesses them for impairment. Assets that are individually assessed for impairment and for which an impairment loss is, or continues to be, recognised are not included in a collective assessment of impairment.

If there is objective evidence that an impairment loss has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future expected credit losses that have not yet been incurred).

The carrying amount of the asset is reduced through the use of an allowance account and the amount of the loss is recognised in the statement of comprehensive income. Interest income continues to be accrued on the reduced carrying amount based on the original effective interest rate of the asset.

Loans together with the associated allowance are written off when there is no realistic prospect of future recovery and all collateral has been realised or has been transferred to the University. If, in a subsequent year, the amount of the estimated impairment loss increases or decreases because of an event occurring after the impairment was recognised, the previously recognised impairment loss is increased or reduced by adjusting the allowance account. If a future write-off is later recovered, the recovery is recognised in the statement of comprehensive income.

1.4 Financial instruments (continued)

Loans and receivables (continued)

The present value of the estimated future cash flows is discounted at the financial asset's original effective interest rate. If a loan has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate.

Available-for-sale financial investments

For available-for-sale financial investments, the University assesses at each statement of financial position date whether there is objective evidence that an investment or group of investments is impaired.

In the case of equity investments classified as available-for-sale, objective evidence would include a significant or prolonged decline in the fair value of the investment below its cost. Where there is evidence of impairment, the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that investment previously recognised in the statement of comprehensive income – is removed from equity and recognised in the statement of comprehensive income. Impairment losses on equity investments are not reversed through the statement of comprehensive income; increases in their fair value after impairment are recognised directly in equity.

In the case of debt instruments classified as available-for-sale, impairment is assessed based on the same criteria as financial assets carried at amortised cost. Interest continues to be accrued at the original effective interest rate on the reduced carrying amount of the asset and is recorded as part of 'Interest and similar income'. If, in a subsequent year, the fair value of a debt instrument increases and the increase can be objectively related to an event occurring after the impairment loss was recognised in the statement of comprehensive income, the impairment loss is reversed through the statement of comprehensive income.

1.5 Significant accounting judgements and estimates

Judgements

In the process of applying the University's accounting policies, management has made certain judgements, apart from those involving estimations, which have significant effects on the amounts recognised in the financial statements as discussed below.

Estimation uncertainty

Key assumptions concerning the future and other key sources of estimation uncertainty at the statement of financial position date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below.

Property, plant and equipment

On an annual basis, management reviews the useful lives and residual values of immovable property, plant and equipment. In addition, management periodically obtains the opinion of external building specialists regarding the estimation of their useful lives. The most recent external opinion was obtained in June 2006. The useful lives and residual values of movable items of property, plant and equipment have been estimated with reference to historic information and market trends.

The carrying value of property, plant and equipment at 31 December 2010 was R1,067,931,898 (2009: R972,422,239).

Student fee debtors and other receivables

Appropriate rates for the discounting of student fee debtors are approximated with reference to prevailing market rates that would be available to the University on low risk deposits. The probability and timing of cash flows are estimated based on historical trends. The fair value of Student fee debtors at 31 December 2010 was R75,246,372 (2009: R56,411,248).

Leave pay provision

The pattern of staff retirements used in the leave pay calculation were estimated with reference to actuarial data pertaining to the University's staff. The pattern of leave utilisation was estimated with reference to historic information.

The fair value of the leave pay provision at 31 December 2010 was R77,759,688 (2009: R63,598,052).

Defined-benefit fund

The cost of defined-benefit plans is determined using actuarial valuations. The actuarial valuation involves making assumptions which are disclosed in note 10.

1. ACCOUNTING POLICIES (continued)**1.5 Significant accounting judgements and estimates (continued)***Accounts payable and accrued liabilities*

Appropriate rates for the discounting of accounts payable and accrued liabilities are approximated with reference to prevailing market rates that are being earned on cash deposits financed by these liabilities. The fair value of the accounts payable and accrued liabilities at 31 December 2010 was R93,613,654 (2009: R75,111,054).

Held-to-maturity investments

Judgement is made with regard to investments classified as held to maturity. This judgement is based on management's intention to hold the instrument to maturity at initial recognition. The fair value of endowment policies at 31 December 2010 was R1,597,559 (2009: R1,713,405).

1.6 Property, plant and equipment

Purchased items of property, plant and equipment are initially recognised at cost, and thereafter stated at historical cost less accumulated depreciation (see below) and impairment losses. Certain property, plant and equipment acquired on gaining autonomy are recorded at a cost, based on South African Post Secondary Education (SAPSE) norms using replacement value as at April 1984 as the basis, less depreciation. Property, plant and equipment transferred as part of the Tygerberg Oral Health Centre incorporation, were recorded at fair value at date of incorporation. Where significant parts of an item of property, plant and equipment have different useful lives, they are accounted for and depreciated as separate components of property, plant and equipment.

Subsequent costs are included in an asset's carrying amount, or are recognised as a separate asset, as appropriate, only when it is probable that the future economic benefits will flow to the University, and the cost of the item can be measured reliably. Maintenance and repairs, which do not meet these criteria, are charged against income as incurred. Depreciation is charged to the statement of comprehensive income on a straight-line basis over the estimated useful life of each part of an item of property, plant and equipment. Land is not depreciated.

The estimated useful lives are as follows:

Buildings	
– Primary structure	10 to 50 years
– Components	10 to 15 years
Vehicles	4 to 10 years
Computer equipment	1 to 5 years
Furniture and equipment	3 to 50 years

Library, museum and art acquisitions are expensed in the year of acquisition.

Residual values and remaining useful lives, are reassessed annually.

The University assesses at the end of each financial reporting period whether there is any indication that an asset may be impaired.

The recoverable amount is the greater of the fair value of the asset less costs to sell, or the value in use. Any impairment losses, being an excess of carrying amount over recoverable amount, are included in the statement of comprehensive income. Where there is an indication that previously recognised impairment losses may have decreased or no longer exist, the carrying amount of the asset is increased to its recoverable amount, and the reversal of the impairment recognised in the statement of comprehensive income.

Gains and losses from the disposal of assets are determined by reference to their carrying amounts and are taken into account in determining the net surplus or deficit.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal.

1.7 Inventories

Inventory is valued at the lower of cost or net realisable value on a first-in first-out basis. Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs necessary to make the sale.

1.8 Leases

Leases are classified as finance leases where substantially all the risks and rewards associated with ownership have transferred from the lessor to the lessee. In the improvements to IFRS the classification of the leases of land has been amended; this was effective during the current period. Assets subject to finance leases are capitalised at their fair value or, if lower, at the present value of the minimum lease payments, with the related lease obligation being recognised at the same value. Finance charges are charged directly against income. Such assets are depreciated in terms of the accounting policy on property, plant and equipment. Lease finance charges are allocated to accounting periods over the duration of the leases by the effective interest method, which reflects the extent and cost of finance leases utilised in each accounting period.

All other leases are treated as operating leases and are recognised on a straight-line basis over the lease term, except for contingent rentals which are recognised as incurred or accrued.

1.9 Post-employment benefits

The University operates both a defined-benefit pension fund and a defined-contribution fund for its employees. The benefits in respect of the defined-benefit pension fund are funded. The cost of providing benefits under the defined-benefit plan is determined using the projected unit credit method. Actuarial gains and losses are recognised as income or expense in full when incurred.

Past service costs are recognised as an expense on a straight-line basis over the average period until the benefits become vested. If the benefits have already vested, immediately following the introduction of, or changes to, a pension plan, past service costs are recognised immediately.

The defined benefit asset or liability comprises the present value of the defined benefit obligation (using a discount rate based on high quality corporate bonds), less past service costs not yet recognised and less the fair value of plan assets out of which the obligations are to be settled. Plan assets are assets that are held by a long-term employee benefit fund. Fair value is based on market price information and in the case of quoted securities it is the published bid price. The value of any plan asset recognised is restricted to the sum of any past service costs not yet recognised and the present value of any economic benefits available in the form of refunds from the plan or reductions in the future contributions to the plan.

1.10 Provisions

Provisions are recognised where there is a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made. If the effect of the time value of money is material, provisions are discounted using a current rate that reflects the risk specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognised as a borrowing cost.

1.11 Personnel costs

Personnel costs comprise remuneration for services and other employee benefits. Remuneration and contributions in respect of defined-contribution retirement benefit plans are charged to the income statement as the staff render their services to the University and costs relating to defined-benefit retirement plans are charged to the income statement according to IAS 19 and as further detailed in note 10.

1.12 Operating expenses

Operating expenses, except where dealt with under a specific accounting policy, are charged to the statement of comprehensive income in the year in which they are incurred.

1.13 Foreign currencies

The University's financial statements are presented in rands, which is the University's functional currency. Transactions in foreign currencies are initially recorded at the functional currency rate prevailing at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the functional currency spot rate of exchange ruling at the statement of financial position date. All differences are taken to the statement of comprehensive income. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined.

1. ACCOUNTING POLICIES (continued)**1.14 Consolidation**

Separate accounting entities are created for funds separately identified for specific research or operational activities. These entities are accounted for within the University's general ledger, and are consolidated in the preparation of the financial statements. All intra-group balances, income and expenses and unrealised gains and losses resulting from intra-group transactions are eliminated in full.

1.15 Accounting standards and interpretations issued and not yet effective***IFRS and IFRIC Interpretations not yet effective***

The following standards, not yet effective, that could impact future financial statements have been issued or revised. They will be adopted no later than the effective dates.

IFRS 9 Financial Instruments: Classification and Measurement

IFRS 9 as issued reflects the first phase of the International Accounting Standards Board's (IASB) work on the replacement of IAS 39 and applies to classification and measurement of financial assets and liabilities as defined in IAS 39. The standard is effective for annual periods beginning on or after 1 January 2013.

The adoption of the first phase of IFRS 9 will have an effect on the classification and measurement of the University's financial assets and liabilities. The University will quantify the effect in conjunction with other phases, when issued, to present a comprehensive picture.

IAS 24 revised – Related Party Disclosures

The amended standard is effective for annual periods beginning on or after 1 January 2011. It clarified the definition of a related party to simplify the identification of such relationships and to eliminate inconsistencies in its application. The revised standard introduces a partial exemption of disclosure requirements for government-related entities. The University does not expect any impact on its financial position or performance.

Improvement to IFRSs (issued in May 2010)

The IASB issued "Improvements to IFRSs", an omnibus of amendments to IFRS standards. The amendments have not been adopted as they become effective for periods on or after 1 July 2010 or 1 January 2011. The amendments listed below, are considered to have a reasonable possible impact on the University:

- IFRS 3 Business Combinations;
- IFRS 7 Financial Instruments: Disclosures;
- IAS 1 Presentation of Financial Statements; and
- IAS 27 Consolidated and Separate Financial Statements.

The University, however, expects no impact from the adoption of the amendments on its financial position or performance.

IFRS 12 Disclosures of Interests in Other Entities

The IASB issued IFRS 12 include all of the disclosure requirements for subsidiaries, joint ventures, associates, and "structured entities". Financial statements will disclose increased information about an entity's relationship with other entities. The standard is effective for annual periods beginning on or after 1 January 2013. The University does not expect any impact on its financial position or performance.

IFRS 13 Fair Value Measurement

The IASB issued IFRS 13 to provide guidance on how to measure fair value, but does not change when fair value is required or permitted under IFRS. The standard is effective for annual periods beginning on or after 1 January 2013. The University does not expect any impact on its financial position or performance.

Amendments to IAS 19 Employee Benefits

The IASB issued amendments to IAS 19, proposes changes to the accounting for employee benefits, including the removal of the option for deferred recognition of changes in pension plan assets and liabilities (known as the "corridor approach"), medium and long-term remuneration plans recognised and measured in the same manner as pensions; and distinction of short- and long-term benefits will now be distinguish based on expected timing of settlement rather than employee entitlement. In addition, these amendments will limit the changes in the net pension asset (liability) recognised in profit or loss to net interest income (expense) and service costs, and actuarial gains and losses recognised in OCI as they occur. Expected returns on plan assets will be replaced by a credit to income based on the corporate bond yield rate. The standard is effective for annual periods beginning on or after 1 January 2013. The University does not expect any significant impact on its financial position or performance.

1.15 Accounting standards and interpretations issued and not yet effective (continued)

Amendments to IAS 1 Presentation of Financial Statements

The IASB issued amendments to IAS 1, require companies preparing financial statements in accordance with IFRS to group together items within Other Comprehensive Income (OCI) that may or may not (such as for example the re-measurements taken to OCI for IAS 19) be reclassified to the profit or loss section of the income statement. The amendments also reaffirm existing requirements that items in OCI and profit or loss should be presented as either a single statement or two consecutive statements. The amended standard is effective for annual periods beginning on or after 1 July 2012. The University does not expect any significant impact on its financial position or performance.

	Land and buildings ZAR	Furniture and equipment ZAR	Computer equipment ZAR	Vehicles ZAR	Total ZAR
2. PROPERTY, PLANT AND EQUIPMENT					
Year ended 31 December 2010					
Opening net book value	806,236,774	93,687,757	67,804,711	4,692,997	972,422,239
Additions	72,268,120	54,451,488	28,693,460	1,604,586	157,017,654
Disposals	(47,885)	(1,224,626)	(409,490)	(170,860)	(1,852,861)
Depreciation charge	(30,487,407)	(13,439,477)	(14,814,632)	(913,618)	(59,655,134)
Closing net book value	847,969,602	133,475,142	81,274,049	5,213,105	1,067,931,898
At 31 December 2010					
Gross carrying amount	1,011,101,408	237,922,654	148,696,680	10,264,245	1,407,984,987
Gross accumulated depreciation	(163,131,806)	(104,447,512)	(67,422,631)	(5,051,140)	(340,053,089)
Net book value	847,969,602	133,475,142	81,274,049	5,213,105	1,067,931,898
Year ended 31 December 2009					
Opening net book value	568,034,674	63,834,050	53,952,694	4,222,922	690,044,340
Additions	252,029,400	38,498,179	32,168,353	1,651,984	324,347,916
Disposals	(117,808)	(313,033)	(3,065,770)	(414,604)	(3,911,215)
Depreciation charge	(13,709,492)	(8,331,439)	(15,250,566)	(767,305)	(38,058,802)
Closing net book value	806,236,774	93,687,757	67,804,711	4,692,997	972,422,239
At 31 December 2009					
Gross carrying amount	939,172,480	187,366,209	120,976,946	9,229,191	1,256,744,826
Gross accumulated depreciation	(132,935,706)	(93,678,452)	(53,172,235)	(4,536,194)	(284,322,587)
Net book value	806,236,774	93,687,757	67,804,711	4,692,997	972,422,239
At 31 December 2008					
Gross carrying amount	687,621,135	149,424,842	156,154,132	8,474,763	1,001,674,872
Gross accumulated depreciation	(119,586,461)	(85,590,792)	(102,201,438)	(4,251,841)	(311,630,532)
Net book value	568,034,674	63,834,050	53,952,694	4,222,922	690,044,340

Land and Buildings

- Main campus, Modderdam Road, Bellville, described as whole or remainders of Erf numbers 14869, 17018, 31230, 31229, in Bellville Township, Province of the Western Cape.
- Rector's House, described as Erf number 563 in Bellville Township, Province of the Western Cape.
- Hector Petersen Residence, Amandel Road, Belhar, described as Erf number 29059 in Bellville Township, Province of the Western Cape.
- House in Observatory, Cape Town, described as Erf number 26498 in Observatory, City of Cape Town, Province of the Western Cape.
- Tygerberg Oral Health Centre, described as Erf 15528 in Parow, City of Cape Town, Province of the Western Cape. (Legal transfer of this property from the University of Stellenbosch has not taken place.)
- Dentistry Building, Mitchells Plain Medical Centre, described as unit 2 of sectional title scheme 248 in Mitchells Plain, 29388, Province of the Western Cape.

Certain land and buildings that comprise the main campus of the University were brought to account with the granting of autonomous status to the University. Such land and buildings were valued on a replacement cost basis as at April 1984, based on SAPSE norms.

Certain property, plant and equipment were transferred to the University as part of the Tygerberg Oral Health Centre incorporation in 2004. The valuation of the Tygerberg dentistry building was performed by independent professional property valuers.

	ZAR 2010	ZAR 2009
3. INVESTMENTS		
3.1 Non-current investments		
Available-for-sale:		
Marketable securities		
Local equity and mutual funds	233,194,091	53,623,024
State stocks and bonds	4,871,662	5,077,903
Offshore investments	5,308,440	5,515,121
	243,374,193	64,216,048
Opening value	64,216,835	51,634,218
Additions	182,440,545	16,591,968
Disposals	(24,364,352)	(11,284,766)
Movement in fair value adjustments reserve	21,081,165	7,275,415
Closing value	243,374,193	64,216,835
Marketable securities are administered by portfolio managers, comprise listed instruments and are classified as available for sale. They have no fixed maturity date or coupon rate. In the cash flow statement, proceeds from the disposal of marketable securities comprise:		
Net value	23,457,888	11,880,470
Realised gain/(loss) on disposal of marketable securities	906,464	(595,704)
Proceeds on disposal of marketable securities	24,364,352	11,284,766

Held to maturity:**Other investments**

	Endowment policies	Zero Coupon Bond	Total 2010	Endowment policies	Zero Coupon Bond	Total 2009
Opening net book amount	1,713,405	1,362,130	3,075,535	1,820,222	1,238,349	3,058,571
Additions/(redemptions)	(255,362)	–	(255,362)	(255,362)	–	(255,362)
Interest earned and reinvested	139,516	136,153	275,669	148,545	123,781	272,326
Closing net book amount	1,597,559	1,498,283	3,095,842	1,713,405	1,362,130	3,075,535

The Zero Coupon Bond is stated at initial amount invested plus capitalised interest, which represents its fair value, and is security for the loan from Public Investment Commissioner as described in note 9. The Zero Coupon Bond has an effective interest rate of 9.56%, maturing in June 2015. The endowment policy is a held-to-maturity instrument at a fixed interest rate of 8.45%, maturing in December 2019 and is stated at amortised cost which is the fair value.

3.2 Current investments**Endowment policies**

Opening net book amount	2,948,669	2,729,132
Interest earned and reinvested	199,005	219,537
Closing net book amount	3,147,674	2,948,669

The endowment policy is an available-for-sale instrument, and is carried at fair value. The fair value is the amount that can be called on at any point in time, and is equal to the initial amount invested plus interest at market rates.

3. INVESTMENTS (continued)

3.3 Fair value hierarchy

The University uses the hierarchy for determining and disclosing the fair value of financial instruments by valuation technique.

Level 1: Quoted (unadjusted) prices in active markets for identical assets or liabilities.

Level 2: Other techniques for which all inputs, other than quoted prices within level 2, which have a significant effect on the recorded fair value are observable, for the asset or liability, either directly (i.e. as prices) or indirectly (derived from prices).

Level 3: Techniques which use inputs which have a significant effect on the recorded fair value that are not based on observable market data.

Assets measured at fair value

	31-Dec-10	Level 1	Level 2	Level 3
Available-for-sale financial assets				
Local equity and mutual funds	233,194,091	113,445,445	119,748,646	–
State stocks and bonds	4,871,662	4,871,662	–	–
Offshore investments	5,308,440	5,308,440	–	–
Guaranteed investments	3,147,674	–	3,147,674	–
Total	246,521,867	123,625,547	122,896,320	–

During the reporting period ending 31 December 2010, there were no transfers between level 1 and level 2 fair value investments, and no transfers into and out of level 3 fair value measurements.

The fair value of the level 2 instruments are based on the unit price of the underlying fund units that are invested in by the investment managers.

	31-Dec-09	Level 1	Level 2	Level 3
Available-for-sale financial assets				
Local equity and mutual funds	53,623,024	53,623,024	–	–
State stocks and bonds	5,077,903	5,077,903	–	–
Offshore investments	5,515,121	5,515,121	–	–
Guaranteed investments	2,948,669	–	2,948,669	–
Total	67,164,717	64,216,048	2,948,669	–

During the reporting period ending 31 December 2009, there were no transfers between level 1 and level 2 fair value investments, and no transfers into and out of level 3 fair value measurements.

The fair value of the level 2 instruments are based on the unit price of the underlying fund units that are invested in by the investment managers.

	ZAR 2010	ZAR 2009
4. STAFF LOANS		
Gross amount	717,318	893,742
Less impairment	(463,300)	(687,642)
	254,018	206,100
These loans are unsecured and attract interest at 15% with repayment terms varying from 1 to 36 months.		
Movement in the provision for impairment of staff loans was as follows:		
At 1 January 2010	(687,642)	(95,215)
Charge for the year	–	(592,427)
Utilised during the year	224,342	–
	(463,300)	(687,642)
5. INVENTORIES		
Maintenance store (at cost)	823,614	625,672
	823,614	625,672

Amounts expensed relating to inventory are included under other operating expenses.

	ZAR 2010	ZAR 2009
6. STUDENT FEE DEBTORS		
Gross amount	184,611,391	160,712,806
Less impairment	(109,365,019)	(104,301,558)
	75,246,372	56,411,248
Student fee debt is non-interest-bearing, and minimum payments are required on registration and on subsequent prescribed dates as published in the University's fee handbook. The portion of student debt which is considered irrecoverable after taking into account collections subsequent to year-end and historic patterns of collection by the University as well as by professional debt collectors, is impaired. The impairment takes into account the present value of future expected cash flows. The carrying amounts approximate the fair value.		
The debtors book of the University is subject to collective impairment with the exception of R17,252,058 (2009: R4,924,206) which is past due by less than one year but not impaired. This relates to National Student Financial Aid Scheme amounts which are considered fully receivable.		
Movement in the provision for impairment of student fee debtors was as follows:		
At 1 January	104,301,558	106,085,543
Charge for the year	5,063,461	(1,783,985)
At 31 December	109,365,019	104,301,558
7. OTHER RECEIVABLES		
Prepayments	13,716,780	5,362,579
Government subsidies and grants	24,063,000	–
Provincial subsidies and grants	8,763,384	1,604,209
Gross amount	15,697,574	10,380,965
Less impairment	(6,934,190)	(8,776,756)
Other receivables in respect of subsidies, contracts and grants	3,338,615	2,947,428
Sundry receivables	3,287,944	5,308,548
Gross amount	3,596,592	5,617,196
Less impairment	(308,648)	(308,648)
	53,169,723	15,222,764
The impairment of R6,934,190 represents salary recoveries payable by the Provincial Government of the Western Cape of which the recovery rate of claims is being addressed and the impairment of R308,648 in respect of residence billings is in the process of being resolved. Other receivables comprise non-interest-bearing items with no fixed terms of payment. They are not discounted and their carrying amounts approximate their fair value.		
Impairment: Provincial grants		
Movement in the provision for impairment of provincial subsidy and grants was as follows:		
At 1 January	(8,776,756)	(6,110,647)
Recovery/(charge) for the year	1,842,566	(2,666,109)
Utilised during the year	–	–
	(6,934,190)	(8,776,756)
Impairment: Sundry receivables		
Movement in the provision for impairment of provincial subsidy and grants was as follows:		
At 1 January	(308,648)	(175,657)
(Charge)/recovery for the year	–	(132,991)
Utilised during the year	–	–
	(308,648)	(308,648)

	ZAR 2010	ZAR 2009
8. CASH AND CASH EQUIVALENTS		
Cash at bank and on hand	180,186,947	264,523,005
Short-term bank deposits	274,622,390	206,584,411
	454,809,337	471,107,416
Short-term bank deposits comprise term deposits, the majority of which mature within three months.		
These deposits are at market related fixed rates of between 5.8% and 7.95% (2009: 5.82% and 7.8%) and their carrying amounts approximate fair value. They are classified as cash equivalents as management consider them to be accessible prior to prescribed maturity.		
9. INTEREST-BEARING BORROWINGS		
Non-current		
Non-current portion of PIC long-term loan	2,300,000	2,300,000
Non-current portion of Development Bank of South Africa long-term loan	76,500,000	–
Current portion of Development Bank of South Africa long-term loan	9,000,000	–
Total non-current borrowings	87,800,000	2,300,000
A R2,300,000 loan from the Public Investment Commissioner, repayable on 30 June 2015, is secured by a zero coupon bond of R300 000 currently valued at R1,498,283 (2009: R1,362,130).		
The University entered into a ten-year term loan of R90,000,000 with the Development Bank of South Africa, repayable by 30 June 2020 in half yearly instalments, with a floating rate of Jibar rate plus 305 basis points.		
At year-end the University had an unutilised overdraft facility of R15,000,000 (2009: R15,000,000).		
Effective interest rates on long-term loans	9.18%	14.15%

Carrying amount and fair value

The carrying amounts and fair values of fixed interest-bearing long term loans are as follows:

	Carrying amounts		Fair values	
	2010	2009	2010	2009
PIC loan	2,300,000	2,300,000	2,684,358	2,684,358
DBSA loan	76,500,000	–	100,056,074	–

The fair values are based on the discounted cash flows using a discount rate based upon the borrowing rate that the management expects would be available to the University at the statement of financial position date of 9.50% (2009: 9.50%).

Maturity of interest-bearing borrowings	Variable		Fixed	
	ZAR 2010	ZAR 2009	ZAR 2010	ZAR 2009
Less than 1 year	9,000,000	–	–	–
Between 1 and 2 years	9,000,000	–	–	–
Between 2 and 5 years	27,000,000	–	2,300,000	–
Over 5 years	40,500,000	–	–	2,300,000
	85,500,000	–	2,300,000	2,300,000

10. POST-EMPLOYMENT BENEFIT INFORMATION

The University contributes to the University of the Western Cape Retirement Fund, a defined-contribution fund, and to the University of the Western Cape Pension Fund, a defined-benefit fund. Both funds were established when the University took the decision to leave its previous fund. Members of the previous fund were given the option to transfer to either fund. These funds are registered under and governed by the Pension Funds Act, 1956 as amended. The assets of both these funds are held independently of the University's assets in separate trustee administered funds.

Total employer contributions for the year were R40,338,574 (2009: R34,241,801).

10.1 University of the Western Cape Pension Fund

The following summarises the components of the net benefit expense recognised in the statement of comprehensive income, the fund status and amounts recognised in the statement of financial position for the plan.

	ZAR 2010	ZAR 2009
Net benefit expense		
Current service cost	17,347,000	15,326,000
Interest cost on benefit obligation	35,153,000	25,339,000
Expected return on plan assets	(39,600,000)	(32,719,000)
Net actuarial losses recognised in the year	5,367,000	17,482,000
Limitation on surplus	–	(494,022)
Net benefit expense	18,267,000	24,933,978
Actual return on plan assets	29,663,000	24,725,000
Net benefit asset		
Net present value of future obligations	(413,756,000)	(389,938,000)
Net market value of plan assets	443,954,000	416,958,000
Net surplus	30,198,000	27,020,000
Unrecognised surplus	–	–
Net benefit asset	30,198,000	27,020,000
Movements in the defined-benefit obligation		
Opening defined-benefit obligation	389,938,000	353,904,000
Interest cost	35,153,000	25,339,000
Current service cost	17,347,000	15,326,000
Benefits paid	(24,112,000)	(14,119,000)
Actuarial losses on obligation	(4,570,000)	9,488,000
Closing defined-benefit obligation at 31 December 2010	413,756,000	389,938,000
Changes in the fair value of plan assets		
Opening fair value of plan assets at 1 January 2010	416,958,000	388,425,000
Expected return on plan assets	39,600,000	32,719,000
Contributions	21,492,000	17,927,000
Transfers into the fund	(47,000)	–
Benefits paid	(24,112,000)	(14,119,000)
Actuarial loss on plan assets	(9,937,000)	(7,994,000)
Fair value of plan assets at 31 December 2010	443,954,000	416,958,000

The University expects to contribute R21,862,190 to its defined-benefit pension plan in 2011.

	ZAR 2010	ZAR 2009
10. POST-EMPLOYMENT BENEFIT INFORMATION <i>(continued)</i>		
10.1 University of the Western Cape Pension Fund <i>(continued)</i>		
Major categories of plan assets		
Old Mutual Absolute Growth Fund	244,149,000	231,975,000
Oasis Market value Portfolio	111,847,000	102,408,000
Old Mutual Balanced Portfolio	87,822,000	78,695,000
Sanlam Cash Deposit account	2,470,000	182,000
Sanlam shares	4,824,000	–
Value of assured pensions	3,386,000	4,968,000
Net creditors	(10,544,000)	(1,270,000)
	443,954,000	416,958,000

The expected return on plan assets is determined on Government bonds as at the date of financial position and is estimated at 8.29% (2009: 9.02%).

	ZAR 2010	ZAR 2009
The principal assumptions used in determining plan obligations are:		
Discount rate	4.97%	6.11%
Expected rate of return on assets	8.29%	9.02%
Future salary increases	5.97%	7.32%
Future pension increases	0.00%	0.00%

The investment return assumption is based on the yield of the R186 Government bond. The post-retirement rate used targets pension increases of 50% of CPI (2009: 50% of CPI), in line with the policy of the fund.

	2010	2009	2008	2007	2006
Amounts for the current and previous four years are as follows:					
Defined-benefit obligation	(413,756,000)	(389,938,000)	(353,904,000)	(323,235,000)	(261,909,000)
Plan assets	443,954,000	416,958,000	388,425,000	382,712,000	334,169,000
Surplus	30,198,000	27,020,000	34,521,000	59,477,000	72,260,000
Experience adjustments	2010	2009	2008	2007	2006
On plan assets	(9,937,000)	(6,337,000)	(21,441,000)	27,586,000	47,885,000
On plan liabilities	12,040,000	44,980,000	9,278,000	1,532,000	16,996,000

The above disclosures are according to an IAS 19 actuarial valuation performed as at 31 December 2010, and not a full statutory actuarial valuation. The most recent actuarial statutory valuation of the fund was performed as at 1 March 2009. The actuarial value of liabilities for all members was determined at R344,637,000 and the actuarial value of the plan assets was R328,906,000. The fund therefore has a statutory deficit of R72,333,000 at 1 March 2009.

The next statutory valuation was to be performed as at 31 December 2010, and is still pending.

10. POST-EMPLOYMENT BENEFIT INFORMATION (continued)**10.2 University of the Western Cape Retirement Fund**

When the fund was established, the transfer payments from the previous fund were significantly less than the benefits accumulated by the members. The most recent actuarial valuation of the fund was performed as at 1 March 2007. The actuarial value of liabilities for all members was determined at R332,692,000 and the actuarial value of the plan assets was R332,858,000. The fund therefore has a surplus of R166,000. The next statutory actuarial valuation was to be performed as at 1 March 2010 and is still pending. The University contributed R22,732,112 (2009: R18,277,463) to the fund.

The surplus apportionment date of the fund was 1 March 2004. The surplus apportionment exercise of the fund was completed and approved by the Registrar of Pension Funds on 22 September 2008. An amount of R2,622,000 was allocated to the employer at the surplus apportionment date (1 March 2004). The accumulated value of the employer surplus amounts to R7,157,491 on 31 December 2010 (2009: R6,532,331) after adding investment return.

	ZAR 2010	ZAR 2009
11. LEAVE PAY PROVISION		
Opening balance	63,598,052	62,011,167
Provision released during current year	(5,636,727)	(2,438,616)
Additional provision raised	19,798,363	4,025,501
	77,759,688	63,598,052
Total leave pay liability	77,759,688	63,598,052
Current portion shown under current liabilities	14,752,235	14,565,083
Long-term portion	63,007,453	49,032,969
Employee benefits in the form of annual leave entitlements are recognised and provided for when they accrue to employees with reference to services rendered up to the statement of financial position date. These benefits vest with the employee in the year in which they accrue. In the case of annual leave, the benefits are non-accumulative and in the case of study leave they are accumulative. The University has made the same assumptions regarding the pattern of future staff retirements as has been used for the calculation of retirement benefit information. These assumptions have been used to determine whether and when leave will be taken or encashed. These assumptions are based on historical information and are similar to those used for defined-benefit plans.		
12. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES		
Trade payables	39,641,110	29,649,461
Salary deductions	383,067	204,520
Students with credit balances	21,554,926	17,777,299
Bursaries payable	5,667,227	3,201,174
Voluntary severance package and retrenchment cost liability	252,354	252,354
NRF Deposit	6,588,000	7,382,000
Other payables	19,526,970	16,644,246
	93,613,654	75,111,054

Accounts payable and accrued liabilities comprise a variety of items, which are non-interest-bearing. Trade payables have settlement terms ranging from 7 to 30 days, and other items of accounts payable and accrued liabilities have no specific terms of repayment. Included in other payables are cheques not yet presented at the bank amounting to R9,286,647 (2009: R8,831,093). Accounts payable and accrued liabilities are not discounted.

Their carrying amounts approximate fair value.

	ZAR 2010	ZAR 2009
13. SOUTH AFRICAN REVENUE SERVICE PROVISION		
Opening balance	1,279,320	1,279,320
Provision settled	–	–
Provision for SARS assessment (payroll taxes)	1,279,320	1,279,320
<p>During 2005, a letter of assessment was issued by SARS listing the University's various areas of exposure due to past practices and policies which SARS deemed to be in breach of taxation legislation and quantifying the associated liability, inclusive of interest and penalties.</p> <p>Following a settlement of dispute process, SARS issued a revised assessment in 2007, reducing the liability to R8,190,554. The University settled a portion of the reassessed provision in 2007, while the remaining R1,279,320 was still being disputed.</p>		
14. STUDENT DEPOSITS		
Hostel deposits	1,552,395	1,625,450
	1,552,395	1,625,450
<p>Hostel deposits are held to cover damages that may arise during use of hostel facilities by students. Their carrying amounts approximate fair value.</p>		
15. STATE SUBSIDIES AND GRANTS		
State subsidy for general purposes	496,936,667	418,630,000
Subsidy released on Capital grants from Department of Higher Education	3,600,842	–
State grants and contracts for research (Restricted use)	49,862,847	48,308,449
	550,400,356	466,938,449

	ZAR Council controlled	ZAR Restricted use	ZAR Total 2010	
16. INCOME FROM INVESTMENTS				
Interest received				
Investments	–	3,104,866	3,104,866	
– Available for sale	–	2,829,196	2,829,196	
– Held to maturity	–	275,670	275,670	
Cash and cash equivalents	31,133,909	5,506,607	36,640,516	
Student fee debtors	2,236,317	–	2,236,317	
	33,370,226	8,611,473	41,981,699	
Dividends received	434,611	2,852,757	3,287,368	
	33,804,837	11,464,230	45,269,067	
Realised loss on disposal of marketable securities	–	906,464	906,464	
TOTAL INCOME FROM INVESTMENTS	33,804,837	12,370,694	46,175,531	
	ZAR Council controlled	ZAR Restricted use	ZAR Total 2009	
Interest received				
Investments	–	1,516,769	1,516,769	
– Available for sale	–	1,244,443	1,244,443	
– Held to maturity	–	272,326	272,326	
Cash and cash equivalents	38,144,316	8,507,927	46,652,243	
Student fee debtors	696,273	–	696,273	
	38,840,589	10,024,696	48,865,285	
Dividends received	7,420	1,481,094	1,488,514	
	38,848,009	11,505,790	50,353,799	
Realised gain on disposal of marketable securities	–	(595,704)	(595,704)	
TOTAL INCOME FROM INVESTMENTS	38,848,009	10,910,086	49,758,095	
	ZAR Council controlled	ZAR Restricted use	ZAR Student accommo- dation	ZAR Total 2010
17. PERSONNEL COSTS				
Academic professionals				
Salaries	240,115,440	34,577,285	–	274,692,725
Post-employment benefit contributions	23,091,909	508,343	–	23,600,252
Total – academic professionals	263,207,349	35,085,628	–	298,292,977
Other personnel				
Salaries	182,678,571	47,141,173	9,102,003	238,921,747
Post-employment benefit contributions	14,939,191	897,169	901,966	16,738,326
Total – other personnel	197,617,762	48,038,342	10,003,969	255,660,073
TOTAL PERSONNEL COSTS	460,825,111	83,123,970	10,003,969	553,953,050
Average monthly personnel employed by the University during the 2010 year:				
Full time				1,034
Part time				1,187
				2,221

17. PERSONNEL COSTS (continued)

Remuneration of key management

The following disclosures relate to compensation paid to the key management of the University.

Remuneration is based on the cost of employment to the institution comprising flexible remuneration packages.

Name	Office held	Months in office	Short-term employee benefits R'000	Post- employment benefits R'000	Actual amount R'000	Annualised amount R'000
O'Connell BP	Rector	12	1,139	185	1,324	1,324
Tshiwula L	Vice rector: – Student development and support	12	851	149	1,000	1,000
Miller IM	Registrar	12	718	123	841	841
Regal A	Executive director: – Finance and services	12	805	145	950	950
Glaeser A	Executive director: – Human resources	12	841	–	841	841
Bharuthram R	Vice rector: Academic affairs	12	1,207	366	1,573	1,573
<i>Deans:</i>	<i>Faculties:</i>					
Christie RL	Research development	12	707	146	853	853
Desai ZK	Education	12	686	128	814	814
Brown D	Arts	12	815	–	815	815
Osman YI	Dentistry	12	117	–	117	117
Sloth-Nielsen J	Law	12	885	122	1,007	1,007
Mpofu RMB*	Community and Health Sciences	12	960	105	1,065	1,065
Tapscott CPG	Economic and Management Sciences	12	869	74	943	943
Van Bever Donker JM	Natural sciences	12	689	129	818	818

Exceptional payment amounts – each exceeding in annual aggregate R249,999

No exceptional payments were made during the year.

* Contract ended August 2010, currently in acting capacity.

Payments for attendance at meetings of the council and its subcommittees

It is not University policy to remunerate Council members for attendance at meetings.

	ZAR	ZAR	ZAR	ZAR
	Council controlled	Restricted use	Student accommodation	2009 Total
17. PERSONNEL COSTS (continued)				
Academic professionals				
Salaries	172,181,956	30,753,388	–	202,935,344
Post-employment benefit contributions	25,208,669	708,590	–	25,917,259
Total – academic professionals	197,390,625	31,461,978	–	228,852,603
Other personnel				
Salaries	161,996,071	41,911,361	8,126,109	212,033,541
Post-employment benefit contributions	18,376,369	834,182	1,210,964	20,421,515
Total – other personnel	180,372,440	42,745,543	9,337,073	232,455,056
TOTAL PERSONNEL COSTS	377,763,065	74,207,521	9,337,073	461,307,659

Average monthly personnel employed by the University during the 2009 year:

Full time	1,021
Part time	1,283
	<u>2,304</u>

Remuneration of key management

The following disclosures relate to compensation paid to the key management of the University.

Remuneration is based on the cost of employment to the institution comprising flexible remuneration packages.

Name	Office held	Months in office	Short-term employee benefits R'000	Post-employment benefits R'000	Actual amount R'000	Annualised amount R'000
O'Connell BP	Rector	12	1,050	159	1,210	1,210
Tshiwula L	Vice rector: – Student development and support	12	774	125	899	899
Miller IM	Registrar	12	661	107	768	768
Regal A	Executive director: – Finance and services	12	731	127	858	858
Glaeser A	Executive director: – Human Resources	12	763	–	763	763
Ridge S	Pro-Vice-Chancellor:	12	880	–	880	880
Bharuthram R	Vice rector: Academic	12	1,113	230	1,344	1,344
<i>Deans:</i>	<i>Faculties:</i>					
Christie RL	Research Development	12	718	133	851	851
Desai ZK	Education	12	625	117	742	742
Brown D	Arts	12	881	(9)	872	872
Moola MH	Dentistry	12	117	–	117	117
Sloth-Nielsen J	Law	12	779	111	890	890
Mpofu RMB	Community and health sciences	12	630	138	768	768
Tapscott CPG	Economic and management sciences	12	782	67	849	849
Van Bever Donker JM	Natural sciences	12	629	117	746	746

Exceptional payment amounts – each exceeding in annual aggregate R249,999

Name	Reason for payment	Amount R'000
Bharuthram R	Recruitment allowance	585

Payments for attendance at meetings of the council and its subcommittees

It is not University policy to remunerate Council members for attendance at meetings.

	ZAR	ZAR	ZAR	ZAR
	Council controlled	Restricted use	Student accommodation	2010 Total
18. OTHER OPERATING REVENUES AND EXPENSES				
18.1 Other recurrent income	14,411,421	24,421,324	–	38,832,745
Other recurrent income arises from activities associated with the University's core teaching and research activities, but not directly derived there from.				
18.2 Other non-recurrent income	–	19,500	251,842	271,342
Other non-recurrent income arises from transactions that are not part of the normal activities of the University.				
18.3 Other operating expenses				
Academic consumable material	8,640,089	27,499,316	105,403	36,244,808
Advertising	5,774,854	1,186,193	3,100	6,964,147
Bad debts written off/Impairments	8,428,859	–	–	8,428,859
Bursaries and prizes	13,203,774	42,201,763	–	55,405,537
Cleaning	10,860,764	77,927	7,036,873	17,975,564
Computer maintenance and licensing	17,134,476	1,393,140	113,946	18,641,562
Electricity and water	16,551,779	62,471	6,305,873	22,920,123
Entertainment	5,562,362	3,574,688	623,464	9,760,514
Food provisions	158,568	152,745	165	311,478
Hire of equipment	153,540	48,881	1,000	203,421
Insurance	3,261,243	45,233	455	3,306,931
Journals and subscriptions	11,074,369	8,801	–	11,083,170
Library and art acquisitions	1,835,917	758,025	–	2,593,942
Postage and telephone	5,726,193	2,083,029	321,523	8,130,745
Printing and stationery	14,445,390	4,426,868	287,183	19,159,441
Professional services	21,223,685	8,087,684	74	29,311,443
Property rates	12,197,038	–	–	12,197,038
Protective clothing	209,063	17,350	93,146	319,559
Rebate on fees	1,216,016	–	–	1,216,016
Rent of buildings	1,146,402	806,344	5,320,909	7,273,655
Repairs and maintenance	15,748,423	996,138	2,545,614	19,290,175
Security contracts	7,831,517	22,534	6,471,322	14,325,373
Staff meals: food services	1,501,144	799,953	48,231	2,349,328
Sundries	11,550,160	18,917,430	1,673,240	32,140,830
Travel and subsistence	17,613,210	24,873,782	4,949,938	47,436,930
Vehicle expenses	1,493,337	509,808	142,714	2,145,859
	214,542,172	138,550,103	36,044,173	389,136,448

Rebates on fees represent the cost to the University of certain policies, and are disclosed under other operating expenses instead of being set off against tuition fees in order to better present the impact of these policies.

	ZAR	ZAR	ZAR	ZAR
	Council controlled	Restricted use	Student accommo- dation	2009 Total
18. OTHER OPERATING REVENUES AND EXPENSES (continued)				
18.1 Other recurrent income	9,687,730	3,893,289	–	13,581,019
Other recurrent income arises from activities associated with the University's core teaching and research activities, but not directly derived there from.				
18.2 Other non-recurrent income	–	25,000	22,877	47,877
Other non-recurrent income arises from transactions that are not part of the normal activities of the University.				
18.3 Other operating expenses				
Academic consumable material	7,798,709	16,059,660	114,322	23,972,691
Advertising	4,900,235	1,780,577	24,677	6,705,489
Bad debts written off/Impairments	3,061,230	–	448,969	3,510,199
Bursaries and prizes	11,271,335	32,784,665	–	44,056,000
Cleaning	6,942,294	46,424	6,624,566	13,613,284
Computer maintenance and licensing	13,929,127	1,628,906	5,102	15,563,135
Electricity and water	11,470,266	21,561	5,229,376	16,721,203
Entertainment	3,721,234	5,822,095	546,759	10,090,088
Food provisions	68,296	64,264	126,945	259,505
Hire of equipment	91,224	52,975	16,125	160,324
Insurance	2,141,103	47,389	369,645	2,558,137
Journals and subscriptions	13,551,845	1,189,449	–	14,741,294
Library and art acquisitions	1,743,954	589,866	–	2,333,820
Postage and telephone	5,162,737	1,929,569	299,423	7,391,729
Printing and stationery	12,988,394	4,931,636	3,067,374	20,987,404
Professional services	18,602,740	9,953,384	1,313	28,557,437
Property rates	7,582,467	–	–	7,582,467
Protective clothing	138,820	35,573	233,304	407,697
Rebate on fees	1,045,922	–	–	1,045,922
Rent of buildings	1,132,223	248,107	2,680,534	4,060,864
Repairs and maintenance	14,093,624	959,180	2,119,912	17,172,716
Security contracts	5,453,734	88,623	2,041,949	7,584,306
Staff meals: food services	1,365,104	1,054,522	40,847	2,460,473
Sundries	12,639,217	21,085,873	1,009,365	34,734,455
Travel and subsistence	17,032,234	27,349,542	3,230,322	47,612,098
Vehicle expenses	1,366,545	324,370	153,374	1,844,289
	179,294,613	128,048,210	28,384,203	335,727,026

Rebates on fees represent the cost to the University of certain policies, and are disclosed under other operating expenses instead of being set off against tuition fees in order to better present the impact of these policies.

	ZAR Council controlled 2010	ZAR 2009
19. FINANCE AND RELATED COSTS		
Finance costs		
Long-term loans	7,068,596	325,450
Bank and other borrowings	56,478	83,725
	7,125,074	409,175
Other related costs		
Portfolio administration costs	1,141,736	377,106

20. PRIVATE GIFTS AND GRANTS – INFRASTRUCTURE EXPANSION PROGRAMME

The University has commenced on a major infrastructure expansion programme, which has been partly funded by private grants specifically earmarked for these projects. These specific private grants have been classified as non-recurrent income. The portion of net surplus attributable to these grants has been separately identified for meaningful presentation, amounting to Rnil (2009: R19,500,000).

21. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The University's financial liabilities includes long term loans, accounts payable and student deposits. The financial assets such as investments, student fee debtors, accounts receivable and cash and short-term deposits arise directly from its operations. The main risks arising from the University's financial instruments are cash flow interest rate risk, liquidity risk, credit risk and price risk. Management reviews and agreed policies for managing each risk are summarised below.

Credit risk management

The University deposits only with major banks of high quality credit standing. At year end the management of the University did not consider there to be any significant concentration of credit risk which has not been adequately provided for. The maximum exposure to credit risk is the carrying amounts disclosed in note 4: staff loans – R254,018 (2009: R206,100); note 6: student fee debtor – R75,246,367 (2009: R56,411,248) and note 7: other receivables excluding prepayments – R15,389,943 (2009: R9,860,185). Credit risk in respect of student credit is managed by the application of credit monitoring procedures and enrolment processes. All student fee debtors at year-end reflect debt that is past its due date and not impaired.

The University has no concerns over the credit quality of assets that are neither past due nor impaired.

Interest rate risk management

Interest rate risk on investments, long-term loans and cash is managed by utilising a mix of fixed and variable rate instruments that avoid a concentration of risk.

Interest rate risk table:

The following table demonstrates the sensitivity to a reasonable possible change in interest rates, with all variables held constant, of the University surplus. There is no material impact on the University equity.

Interest rate changes	2010	2009
The effect of a 1% increase in interest rate on net surplus	3,822,529	4,799,506
The effect of a 1% decrease in interest rate on net surplus	(3,822,529)	(4,799,506)

Liquidity risk management

The University manages its liquidity risk by maintaining a sufficient cash buffer and an overdraft facility at all times. Deposits are held at central banks that can be easily accessible for liquidity management purposes. At the year-end the University had an unutilised overdraft facility of R15,000,000 available. Refer to note 9 and note 12 for contractual maturing of financial liabilities.

21. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)**Fair value**

The management of the University is of the opinion that the book value of financial instruments approximates their fair value except for fixed interest rate borrowings which are stated at amortised cost using the effective interest rate method and the fair value separately disclosed. Refer to note 3 and note 9.

Price risk

There is an exposure to price risk on listed and unlisted shares due to the fair value or future cash flows of financial instruments which will fluctuate because of changes in market prices. The risk is managed by our portfolio agent.

Price risk table:

The effect on equity due to a reasonably possible change in equity indices, with all other variables held constant is as follows:

	ZAR 2010	ZAR 2009
Price risk changes		
The effect of a 5% increase in price risk on funds	12,323,502	3,106,339
The effect of a 5% decrease in price risk on funds	(12,323,502)	(3,106,339)
22. COMMITMENTS AND CONTINGENT LIABILITY		
Capital commitments		
Amounts allocated for capital expenditure at the financial position date, but not contracted.	249,796,000	264,984,000
Capital expenditure contracted for at year-end, but not yet incurred	17,000,000	78,900,000
Total planned capital expenditure	266,796,000	343,884,000
Capital expenditure approved relates to amounts formally designated for the acquisition, construction, improvement or major maintenance of items of property, plant and equipment.		
Operating lease commitments		
The future minimum lease payments under non-cancellable operating leases are as follows:		
Not later than 1 year	3,308,456	3,578,233
Later than 1 year and not later than 5 years	2,652,164	3,158,290
	5,960,620	6,736,523

Operating lease commitments relate to rental of buildings and of photocopy equipment. The amounts disclosed above are the minimum lease payments, in addition to which the photocopy equipment agreements provide for contingent rentals based on usage.

Contingent liability

A contingent liability exists in respect of collateral security of R49,960 (2009: R73,960) advanced by the University to financial institutions to enable staff to obtain housing loans. Management is of the opinion that there is no transfer of significant risk to the University, based on the historical behaviour of the beneficiaries and the fact that the University has security in the form of the staff member's retirement fund.

23. TRANSFERS TO CLEAR DORMANT ENTITIES

Entities that comprise restricted funds have been reviewed to identify entities that have been inactive for a substantial period. The accumulated surpluses or deficits in such entities are represented by credits and debits, respectively, in the accumulated funds of these entities.

Where management is of the opinion that no claim or restriction will apply to the credit balances in such a fund, the amount in the fund is transferred to the council controlled funds of the University.

Where management is of the opinion that no recovery or settlement is likely of any debit balances in such a fund, an appropriate amount is transferred from council controlled funds to eliminate such debit balance.

	Restricted use	ZAR 2010	ZAR 2009
Transfers to clear entities with credit balances	(23,460)	(23,460)	(953,893)
Transfers to clear entities with debit balances	51,871	51,871	414,955
	28,411	28,411	(538,938)

Entities with debit balances mainly comprise entities previously cleared as dormant now being reinstated.

24. RELATED PARTIES

Due to the nature of the University's operations and the composition of its Council (being drawn from public and private sector organisations) it is possible that transactions will take place with organisations in which a member of Council may have an interest. All transactions involving organisations in which a member of Council may have an interest are conducted at arm's length and in accordance with the University's regulations and normal procurement procedures. The Department of Education is a related party and transactions with them comprise various subsidies and grants received amounting to R550,400,356 (2009: R429,261,042). St Patrick's Investment CC and Gorvalla Enterprises (Pty) Ltd, controlled by Dr Pat Gorvalla a Council member, provide residence and transport services to the students amounting to R722,958 (2009: R905,109).

25. GOVERNMENT GRANT RELATING TO ASSETS

According to IAS 20 *Accounting for Government Grants and Disclosure of Government Assistance*, Government grants related to assets shall be recognised as income over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis. The deferred revenue will be recognised as income on a systematic and rational basis over the useful life of the assets.

	ZAR 2010	ZAR 2009
At 1 January	215,717,000	120,000,000
Deferred during the year	83,857,000	95,717,000
Recognised during the year	(3,600,509)	–
At 31 December	295,973,491	215,717,000

	Notes	ZAR 2010	ZAR 2009
26. NOTES TO THE CASH FLOW STATEMENT			
26.1 Net surplus before interest and dividends			
<i>Net surplus/(deficit) from</i>			
Council controlled funds		88,032,241	86,277,119
Restricted use funds		22,442,251	88,103,384
Student accommodation funds		(9,576,725)	(9,841,722)
Consolidated net income		100,897,767	164,538,781
<i>Separately disclosable items</i>		(38,143,993)	(49,944,624)
Interest received	16	(41,507,025)	(48,373,422)
Interest earned and reinvested	3&16	(474,674)	(491,863)
Dividends received	16	(3,287,368)	(1,488,514)
Finance costs	19	7,125,074	409,175
Net surplus before interest and dividends		62,753,774	114,594,157
26.2 Cash, bank and cash equivalents			
Cash at bank and on hand		180,186,947	264,523,005
Short-term bank deposits		274,622,390	206,584,411
		454,809,337	471,107,416

At 31 December 2010 the University had available R54,700,000 (2009: R41,985,000) of undrawn committed facilities in respect of which all conditions precedent had been met.

ANNEXURES

COMPOSITION, MEMBERSHIP AND ATTENDANCE OF KEY COMMITTEES

COMPOSITION AND MEMBERSHIP OF THE COUNCIL OF THE UNIVERSITY OF THE WESTERN CAPE

In accordance with the Institutional Statute, membership comprises the following categories:

The Rector and Vice-Rectors

Prof Brian O'Connell
Prof Lulu Tshiwula
Prof Ramashwar Bharuthram

Five persons appointed by the Minister of Education

Dr Patricia Gorvalla
Dr Yvonne Dladla
Ms Gugulethu Nyanda
Mr Hlengani Mathebula
Ms Laura Schultz

Two members of Senate

Prof Emmanuel Iwuoha
Prof Olajide Oloyede

One academic employee

Prof Charlene Africa

One non-academic employee

Mr Samuel Marcus

Two registered students

Mr D Muchemenye (SRC President)
term ended September 2010)
Ms V Malafu (term ended September 2010)
Mr Ayabulela Mahlali (SRC President)
Mr Munyaradzi Nkomo

Two donors

Ms Karen Barry
Mr John Matthews

One member of the City of Cape Town

Dr Johannes van der Merwe

Two persons elected by Convocation

Mr Brian Williams
Mr Randall Titus

One member of organised business in the Western Cape

Mr Oscar Solomons (term ended 31 December 2010 and was re-appointed 1 January 2011)

One member of organised business in South Africa

Ms Mmabatho Matiwane

One member of organised labour in South Africa

Mr Manene Samela

One member of organised labour in the Western Cape

Mr Ronald Philander

One person designated by the Premier of the Western Cape

Dr Gertrude Fester

A minimum of four and a maximum of six additional members

Mr Mbulelo Bikwani
Mr Michael Abel (term ended 31 March 2010 and was re-appointed 1 April 2010)
Mr Sedick Jappie
Dr Anwah Nagia
Ms Gayle Kaylor
Mr Nick Christodoulou

COMPOSITION AND MEMBERSHIP OF THE AUDIT COMMITTEE OF THE UNIVERSITY OF THE WESTERN CAPE

In accordance with the Institutional Statute, membership comprises the following categories:

Two members of Council

Dr Johannes Van der Merwe
Mr Hlengani Mathebula

Two persons appointed by Council

Mr Iqbal Khan
Ms Thobeka Sishuba-Mashego (from 1 April 2011)

COMPOSITION AND MEMBERSHIP OF THE FINANCE COMMITTEE OF THE UNIVERSITY OF THE WESTERN CAPE

In accordance with the Institutional Statute, membership comprises the following categories:

The Rector

Prof Brian O'Connell

The Vice-Rectors

Prof Lulu Tshiwula
Prof Ramashwar Bharuthram

The Executive Director: Finance

Mr Manie Regal

An additional member of the Management Committee

Ms Amanda Hambrook-Glaeser

The Dean designated annually by the Executive Committee of Senate

Prof Christopher Tapscott

The Dean of Research

Prof Renfrew Christie

Two members of Senate

Prof Petrus Brink
Prof Jan Van Bever Donker

A minimum of two and a maximum of four members of Council

Ms Mmabatho Matiwane
Ms Karen Barry
Mr N Christodoulou
Mr J Matthews

COMPOSITION AND MEMBERSHIP OF THE INSTITUTIONAL FORUM OF THE UNIVERSITY OF THE WESTERN CAPE

In accordance with the Institutional Statute, membership comprises the following categories:

Three representatives of the management

Prof Brian O'Connell
Prof Lulu Tshiwula
Ms Amanda Hambrook-Glaeser

Three representatives of the Senate

Ms Birgit Schreiber
Prof Ciraj Rassool
Prof Gavin Davis

Three representatives of Council

Dr Johannes van der Merwe
Mr John Matthews
Mr Ronald Philander

Three representatives of the academic employees elected by an organisation representing such employees

Prof Emmanuel Iwuoha
Prof Donovan Hiss
Vacant

Three representatives of the non-academic employees elected by an organisation representing such employees

Ms Lucille Teegler
Mr Samuel Marcus
Mr John Manuals

Three representatives of the students elected by the Student Representative Council

Ms S Kamfer
Mr M Nkomo
Mr A Gela

A maximum of four persons not being in the employ of the university

Not appointed

ANNEXURES

COMPOSITION, MEMBERSHIP AND ATTENDANCE OF KEY COMMITTEES *(continued)*

ATTENDANCE OF COUNCILLORS OF COUNCIL, FINANCE AND AUDIT COMMITTEE MEETINGS IN 2010

COUNCILLOR	COUNCIL 4 meetings	FINANCE 6 meetings	AUDIT 4 meetings
1. Prof Brian O'Connell	4/4	4/6	1/4
2. Prof Lulu Tshiwula	3/4	4/6	
3. Prof Ramashwar Bharuthram	3/4	3/6	
4. Mr Hlengani Mathebula	0/4		0/4
5. Ms Gugulethu Nyanda	1/4		
6. Dr Patricia Gorvalla	1/4		
7. Ms Laura Schultz	4/4		
8. Dr Yvonne Dladla	2/4		
9. Prof Emmanuel Iwuoha	3/4		
10. Prof Olajide Oloyede	3/4		
11. Prof Charlene Africa	3/4		
12. Mr Samuel Marcus	3/4		
13. Mr Dananai Muchemenye (SRC President)	3/3		
	Term ended by last meeting		
14. Ms Vuyokazi Malafu	2/3		
	Term ended by last meeting		
15. Mr Ayabulela Mahlati (SRC President)	1/1		
	Term started with last Council meeting		
16. Mr Munyaradzi Nkomo	1/1		
	Term started with last Council meeting		
17. Mr John Matthews	2/4	3/6	
18. Ms Karen Barry	1/4	3/6	
19. Dr Johannes Van der Merwe	4/4		4/4
20. Mr Oscar Solomons	3/4		
21. Ms Matilda Matiwane	4/4	5/6	
22. Dr Gertrude Fester	3/4		
23. Mr Randall Titus	4/4		
24. Mr Brian Williams	4/4		
25. Ms Gayle Kaylor	1/4		
26. Dr Anwah Nagja	2/4		
27. Mr Sedick Jappie	3/4		
28. Mr Nick Christodoulou	3/4	6/6	
29. Mr Michael Abel	4/4		
30. Mr Mbulelo Bikwani	2/4		
31. Mr Ronald Philander	4/4		
32. Mr Manene Samela	2/4		

ATTENDANCE OF AUDIT COMMITTEE MEETINGS BY NON-COUNCIL MEMBERS

Mr I Khan	3/4
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ATTENDANCE OF FINANCE COMMITTEE MEETINGS BY NON-COUNCIL MEMBERS

1. Mr Manie Regal (Exec. Director: Finance)	6/6
2. Ms Amanada Hambrook-Glaeser (Exec. Director: Human Resources)	5/6
3. Prof Jan Van Bever Donker	4/5
4. Prof Renfrew Christie	3/6
5. Prof P Brink	5/5



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